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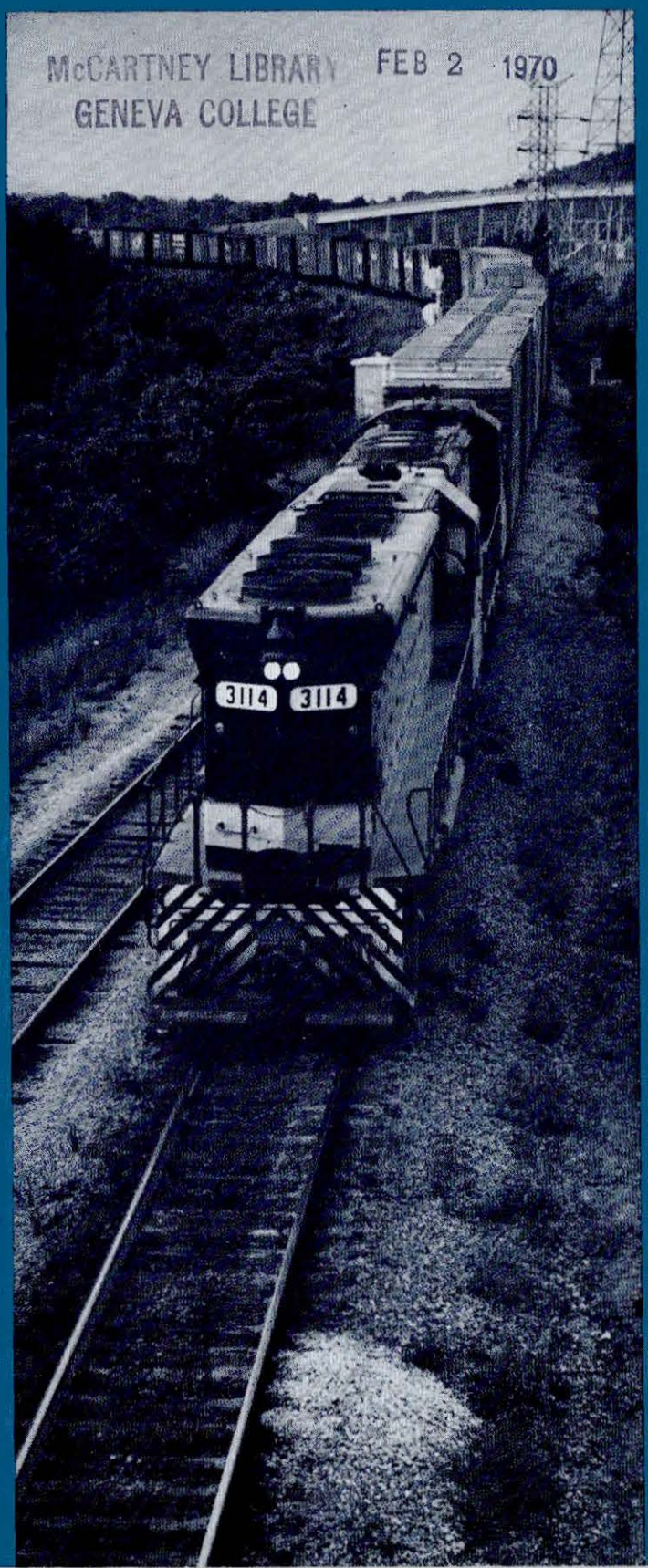

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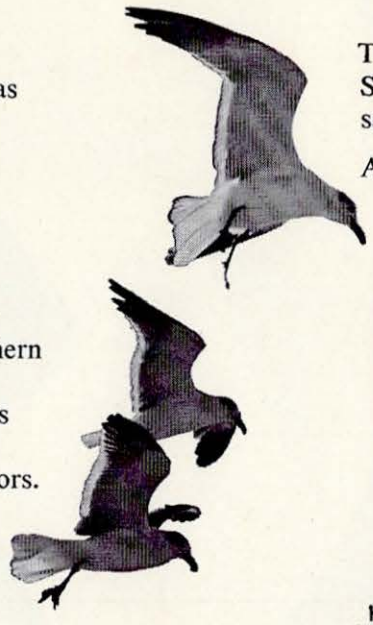

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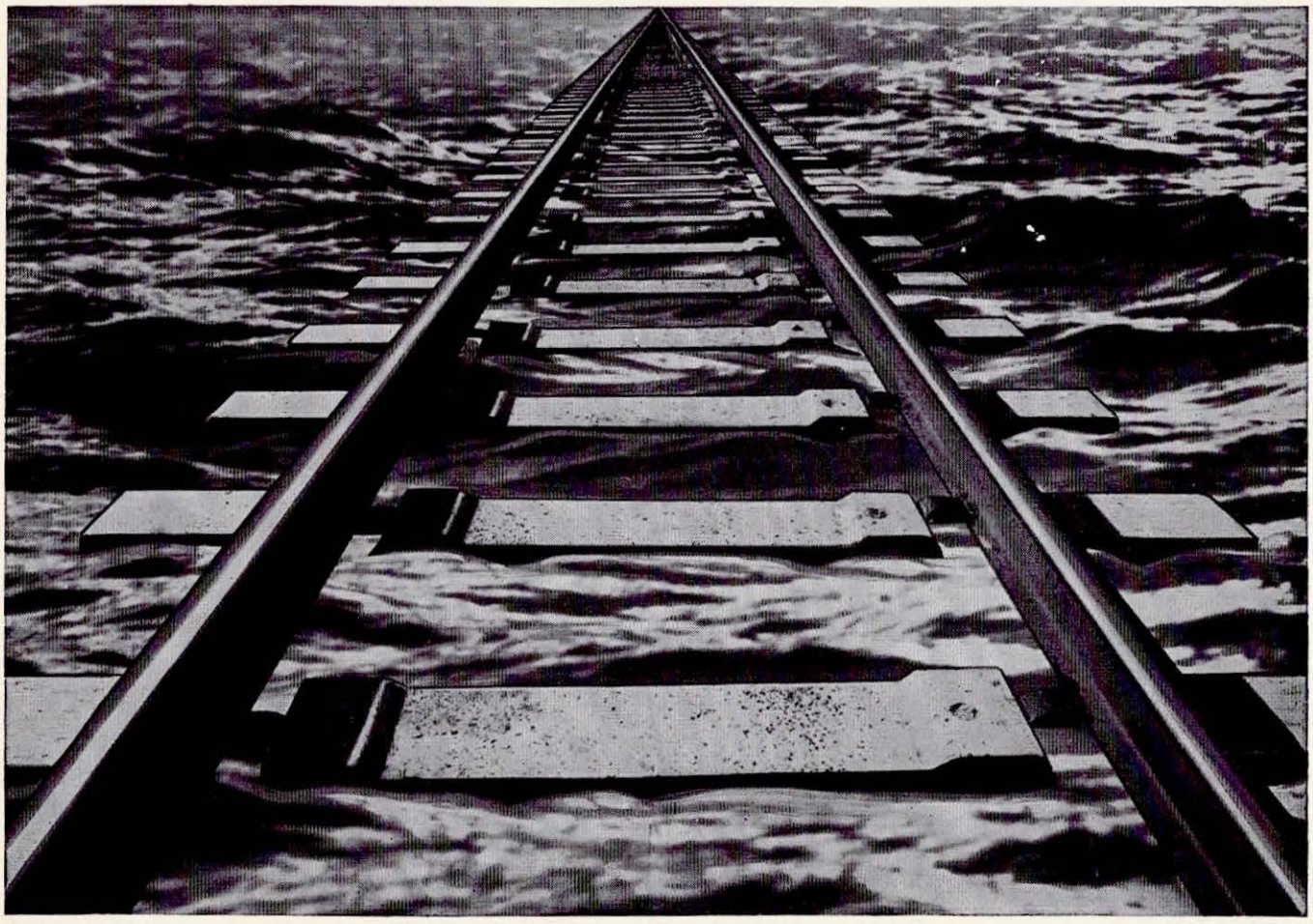

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RAILWAY AGE

January 26, 1970 • Vol. 168, No. 2

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. . . AND COMING NEXT ISSUE

TRANSIT: An on-the-scene report, by Engineering Editor Merwin H. Dick, on the Mexico City Metro. Plus: How Reading's Bee-Lines are doing. A combined issue, this one will be mailed on Feb. 6.

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MONDAY MORNING REPORT

GRAIN SHIPPERS PROTEST ICC ORDER

Grain people up in Minneapolis weren't in a very festive mood on New Year's Eve. While others were jubilantly preparing to party it up, they were letting it be known that the only party they were interested in was the one that continues: ". . . of the first part." Some 17 grain shippers and industry associations went to court on the final day of the Sixties, seeking both a temporary restraining order plus an injunction against the Interstate Commerce Commission. A three-judge court convened Jan. 20 and took the complaint under advisement.

GRAIN DOORS HAVE BECOME SCREAM DOORS

The object of their disaffection is the way the ICC has interpreted Rules 14 and 27 of the Uniform Freight Classification. Last October 20, the Commission announced that the pair of rules actually assigned certain car cleaning chores to consignees of carload freight. The consignee, the ICC feels, should remove "all dunnage, debris, or other foreign matter connected with the inbound shipment." Grain shippers were screaming because paper grain door removal and disposal had suddenly become their responsibility. If that wasn't enough to upset them, this was: Failure to comply could lead to prosecution under the Elkins Act.

THE DOOR HANG-UP IS 50 YEARS OF PRECEDENCE

Grain shippers agree, for the most part, with the ICC objective—increased car availability. They just didn't like the idea of having non-reusable grain doors included in the list of things a consignee must remove. "Our quarrel was with the paper grain door order, and nothing else," said J. R. Scoggin, vice president-traffic, Peavey Co., and co-counsel for the 17 plaintiffs in the case. The shippers claimed that the ICC had misinterpreted the tariff rules, and the interpretation was "contrary to almost 50 years of established practice."

RAILROADS FINALLY ENTER THE PICTURE

Meanwhile, back at the cleaning tracks, the railroads found themselves in a real quandary. Like the shippers, they were also subject to prosecution under the Elkins Act if they accepted a dirty car set out by a consignee. On the other hand, the ICC order does produce a number of added car days for them. So what do you do? Do you keep quiet and let the ICC battle all by itself to keep its order intact? Or do you side with the ICC and take a chance on upsetting your good customers in the grain industry? At the last minute last Tuesday, railroads and railroad associations acted—they elected to intervene on the side of the ICC and also ask the court to dismiss the shipper complaint. Then all sat back to await the court decision.

SHORT AND SIGNIFICANT

$36 million in improvements budgeted by NP

Northern Pacific will be spending approximately $36 million this year for equipment and plant improvements. About $8.7 million will go for freight-car purchase and construction, with $6 million budgeted for motive-power acquisitions, and $5.6 million for track and roadway improvements. Among the major items on NP's fixed-plant budget is $2.5 million for construction of a freight terminal and classification yard at Northtown (Minneapolis). NP is planning this project over a five-year period, at a total cost of more than $23.8 million.

PC to shut down old car shop at E. Rochester

Built in 1897, the New York Central's East Rochester shop during the past 70 years was one of the industry's most productive facilities. In 1940, the shop produced more than 7,000 new and rehabilitated cars. But last year the shop turned out only 2,882 cars, and this year the Penn Central will close the shop, moving its operations to the Samuel Rea Shop, Hollidaysburg, Pa. The changeover will become effective April 1. The 669 employes at East Rochester, PC said, will be offered other jobs.

Dedication of median-strip line scheduled by CTA

Most of the recent news concerning the Chicago Transit Authority has been bad—with talk of worsening financial problems and warnings that basic fares may soon go to 50 cents. But last week, CTA came up with a bit of good news: Dedication ceremonies for the Kennedy Expressway median-strip rapid transit line will be held Jan. 30.

Bertrand sees 70's as "Decade of Utilization"

The railroad industry during the next 10 years should devote its energies to implementing the systems and equipment developed during the 1960's, said Reading President Charles E. Bertrand in a speech before the annual convention of the Pacific Northwest Shippers Advisory Board at Portland, Ore. Bertrand said the current decade should be devoted to making "better use of what is available" in the railroad industry. Full implementation of automatic car identification, Bertrand said, will have the same effect as adding 20,000 cars to the national fleet. Sonicar, an automatic sensing device designed to reduce impact between cars during coupling, "could do a great deal to reduce damage claims," Bertrand said. The system currently is in the testing stage.

Shultz to lead symposium on containers

Better labor-management-labor relations will be the objective of the Second International Containerization Symposium April 14-17 at Chicago. The symposium will be conducted by Secretary of Labor George P. Shultz. Participants will include representatives of government, management, organized labor, shippers and carriers. At a meeting held to discuss plans for the symposium, Shultz said ". . . it is hoped that this symposium-workshop will provide a forum for an exchange of ideas between labor and management away from the pressures of the collective bargaining table."

World air freight shows 27% gain in 1969

Every category of world air traffic grew in 1969, with air freight showing the largest gain—27% over 1968, according to the International Civil Aviation Organization. Total air freight came to more than seven billion ton-miles and accounted for nearly one-fourth of all ton-miles flown. Passenger-miles increased 14%—from 192.5 billion to 216 billion. Over the last decade, the average annual increase in freight ton-miles has been 19%; passengers carried, 12%; and airmail ton-miles, 17%. Since 1960, the number of air passengers has risen from 106 million to an estimated 287 million.

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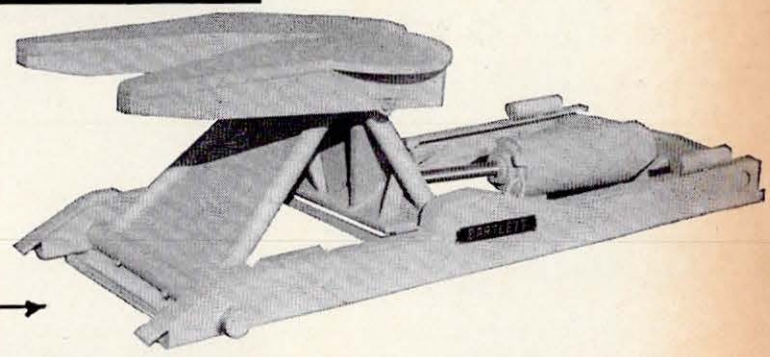

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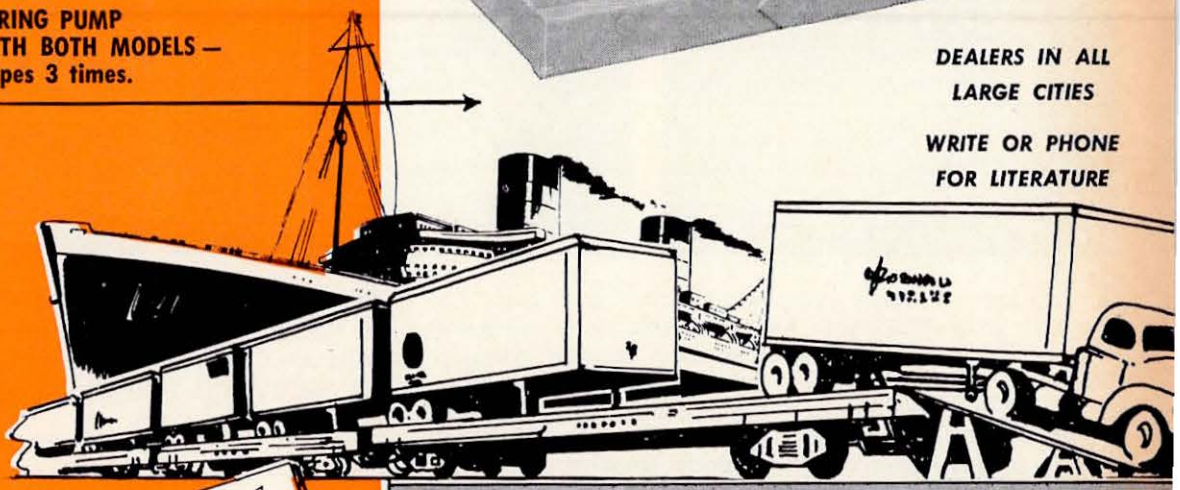

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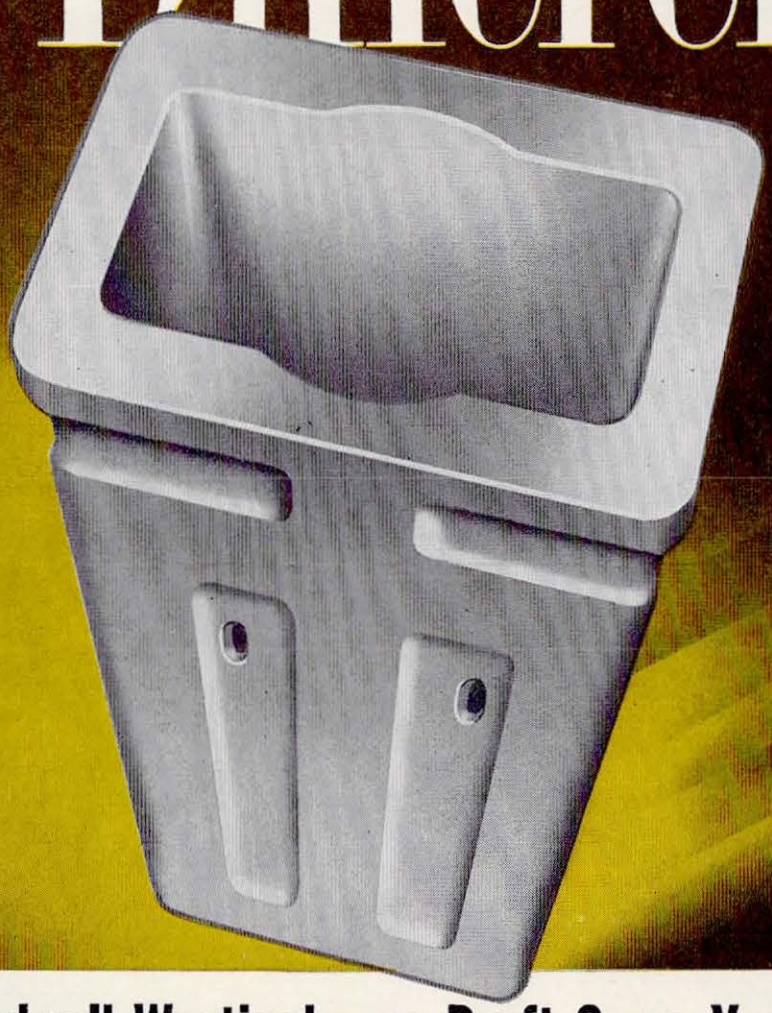

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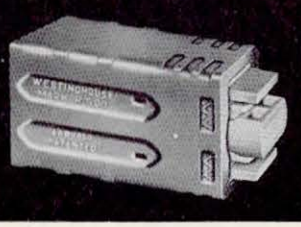

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WEEK AT A GLANCE

Agencies release specifications on New Haven cars

Car manufacturers this week were studying specifications for high-speed electrified commuter cars for the New Haven, as two public agencies began the process which will lead to one of the larger commuter-car orders in recent years. The manufacturers will have an opportunity to comment on the specifications before formal bid documents are prepared.

Although final approval has not been given for the agreement under which the agencies, the Metropolitan Transportation Authority and the Connecticut Transportation Authority, will obtain control of the New Haven commuter service, MTA and CTA have distributed technical specifications for the 144 cars to car and component manufacturers in the United States, Canada and Japan.

By starting the purchasing process now, the agencies say they hope to be able to award a contract for the cars "almost immediately after" their agreement with Penn Central becomes effective. Delivery of the first car would be expected 18 months after the contract is awarded. An announcement by the MTA said the "performance and comfort standards of the New Haven cars will be comparable" to the new cars on the Long Island Rail Road.

Costs of the new equipment—and other modernization steps which are contemplated—will be shared by the Federal government and the two states.

Load factor on Metroliner Averages 70%

Penn Central's Metroliner service recorded a substantially higher occupancy rate than did airlines during 1969. Nearly 700,000 passengers rode the high-speed train between New York and Washington during its first year of service, Penn Central said, resulting in an occupancy rate of 70.7%. Airlines had an average of 50% of seat-mile capacity. The passenger total represents an increase in traffic of 46%, reversing a 16-year decline.

Another Penn Central experiment in high-speed passenger service—the TurboTrain—also appears to be succeeding. Operating between Boston and New York, the Turbotrain carried 57,000 passengers during the period between April and November 1969. Average load factor on the Turbotrain has risen to 66%.

Colorado site selected for high-speed test facility

A site 20 miles northeast of Pueblo, Colo., will be the location of the Transportation Department's facility for testing high-speed ground passenger vehicles, DOT Secretary John A. Volpe announced last week. Construction at the 30,000-acre site may start this spring, with initial funding of $1.19 million, Volpe said.

The Pueblo site, Volpe said, "offers an optimum facility at minimal cost to the federal government. It will give us the capability to test all types of equipment and engines in a variety of weather and terrain conditions."

The state of Colorado is giving the land to DOT.

Preliminary plans, Volpe said, call for two test tracks, one oval and one straight, each 20 miles long. Construction will take an estimated two to three years. The project's full cost may be as much as $50 million, according to Sen. Gordon Allott (R.-Colo.), who had worked for a Colorado location for more than three years. There would also be an annual operating cost of "several" million dollars, Allott said.

Immediately, the site would be used for testing improved conventional rail vehicles and radical developments such as linear electric motors and tracked air cushion vehicles. DOT agencies involved at the outset would be the Federal Railroad Administration and its Office of High Speed Ground Transportation. Later, the Urban Mass Transportation Administration and the Federal Highway Administration might use the Pueblo facility, too.

The site was chosen from 50 initial possibilities that were narrowed to a final 10. Factors considered were: cost, area, terrain, weather, accessibility, land acquisition, construction time, impact on the community, adaptability for use by other DOT offices, and on- and off-site support. The U.S. Army's Pueblo ordnance depot lies two miles south of the planned oval. The depot would be available to service the facility with a "minimum of federal expenditure," Volpe said.

The selection still must get final approval from the Senate Appropriations Committee.

GUS WELTY

LINES ON LABOR

PROBLEMS SEEM TO COME IN BUNCHES. Right now, there are all those fat wage demands for industry labor negotiators to contend with. There is the fireman-manning dispute entering a new stage of mediation. There is the shopcraft case to be settled. And there's another dispute, which has been somewhat of a "sleeper," at least in the amount of public attention it's received. That's the hassle which began last autumn over renegotiation of health-and-welfare benefits.

THE STANDARD RAIL LABOR organizations served an impressive list of demands for improvements in the existing policy. Direct negotiations failed to produce a settlement, and the matter went to mediation. Now, expiration of the old policy is only a month away. And from the organizations comes talk of "no policy, no work."

PREDICTABLY, the unions want the railroads to continue paying the full tab for the health-and-welfare program. Just as predictably, the railroads want the employees to pay a part of the cost. And that's the stuff that deadlocks are made of.

ANYBODY WHO HAS HAD A BOUT with a hospital cashier knows only too well what's happened to hospital charges. As one associate put it, "I got sick, I got well, I got the bill —and then I really got sick."

INSURANCE COVERAGE generally is going up, on a broad front—and, of course, insurance premiums are at least keeping pace with the coverage increases. The long list of improvements which the labor organizations want automatically carries with it a hefty price tag. The "want" list, for instance, includes increases in surgical expense allowances and major-medical expense benefits. It includes an increase in life insurance coverage. It includes extension of the program to cover eye care and dental care. It includes increases in allowances for doctors' house calls and office calls.

SINCE THE RAILROADS have been paying the full price for the health-and-welfare program, it's not at all surprising that the labor organizations are adamant in their opposition to any sharing of the cost now. It's not surprising, but it is pretty unrealistic. There is nothing unusual about employee participation in group-coverage premium-payment. Unfortunately, there is also nothing unusual in the organizations' current attitude. And that could create real problems.

Rail management hears criticism by Cargill officer

From one shipper's viewpoint, there's nothing wrong with railroad service that fundamental changes in rail management wouldn't cure.

The shipper, J. V. Springrose, assistant vice president and general manager of Cargill, Inc., challenged the railroad industry to make basic changes in its approach to competition with other modes.

In remarks prepared for presentation at the 24th Railroad Management Institute earlier this month, Springrose bluntly criticized rail management. Some samples:

"It would seem that railroads with vast amounts of unused capacity should be entering a golden era of growth potential. The opportunity is surely there, but personally I doubt your present structure and philosophies will allow you to capitalize on it."

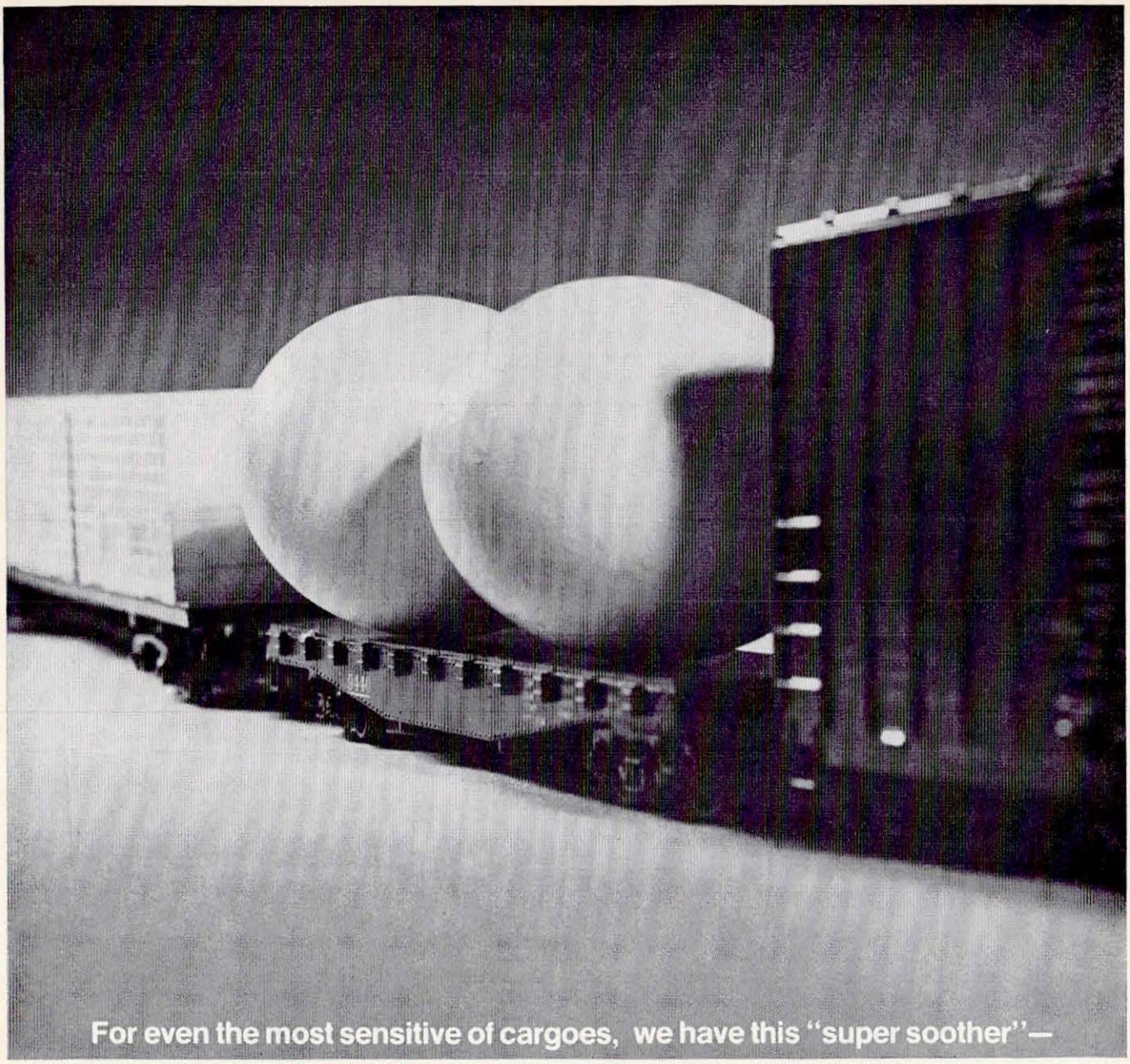
"The railroad industry is not progressing but continually off balance and struggling just to stay in the race and seemingly content to finish dead last."

Unit trains: ". . .the shipper equips his facility to accommodate these multiple loads . . . only to observe the multiple unit broken up and scattered en route, requiring longer transit time to consummate the entire shipment, dissipating the economies of scale 'proven' inherent in multiple car shipments."

". . .management training (in the railroad industry) concentrates on putting out brush fires and explaining to customers in a nice way that, by law, all he can expect is 'reasonable dispatch' and that is whatever the operating department wants to make it."

"The publicly advanced argument that trucks are exempt from regulation on unprocessed agriculture products, and bulk commodities of a wide description are exempt in water transportation, loses most of its appeal when one considers that railroads have not seen fit to exempt themselves from their own bureaucratic procedures on these commodities. . . If you (railroads) are really serious about liberalizing commerce law, then exempt yourselves from 5A agreements on unprocessed agricultural products and bulk commodities."

"It will be difficult to persuade the shipping public, who experience a service which cannot now compete with trucks and barges and airlines, that somehow everything will improve if railroads absorb those other modes into integrated systems. I suspect their reaction will be, 'get your own house in order first.' "



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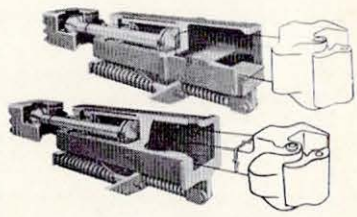

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Photo of Niagara Falls
by W. R. Wilson

CF serves 46 of the nation's leading 50 industrial markets direct—including Buffalo.

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A Countryfull of Service gives extra value for your transportation dollar, in the scope, depth, and consistency of our LTL service. Every shipment handled by CF is audited by computer to help maintain delivery standards.

The LTL Specialists—with the people and the places to serve you better.

CONSOLIDATED FREIGHTWAYS

Containers are boon to toy maker

The related concepts of coordinated transportation and containerization are getting a strong and practical endorsement from a Minneapolis toy company.

The firm, The Playhouse Co., began using containerized shipments in 1967, when it took two containerloads of merchandise from the Orient. Last year, the firm used 725 containers, and this year it estimates it will use 1,300.

All of the company's toys, carving sets, playing cards, and other goods imported from the Orient are being containerized.

Containerization, says Lee Hartner, Playhouse import traffic manager, has virtually eliminated water damage, which at one time was a serious problem.

Most of the firm's imported goods are purchased in Japan, Hong Kong and Taiwan. Using water carriers and the Northern Pacific to move the containers, Playhouse is able to maintain an 11-day delivery schedule.

"Shipment of goods we import used to arrive incomplete, partially damaged and often quite late," says Hartner. "Now we order the number of items we need and are pretty sure of getting that number on time and in good shape."

Describing the coordination achieved by the Northern Pacific and ocean carriers, Hartner said, "It's kind of like a relay race with the container as the baton. The faster the container moves, the smoother the passing of the baton, the better."

Northern Pacific moves the containers from Seattle to Minneapolis. The containers are leased by the ocean carriers, usually from CTI—Container Transport International Inc.

The Playhouse Co., says Hartner, has "only a 120-day selling period, because most of our products are sold during the Christmas season. If we miss even 10% of the potential because of late-arriving merchandise, or because of damage or loss, our profit for the year is affected."

Hartner says that the growth of container traffic in Minneapolis may soon require a container freight depot in the city. "I think it's a great idea," he said. "A lot of companies are using containers now and more will be doing so. We'll soon need better service. A terminal designed specifically to handle containers is what the doctor ordered. Many friends in transportation approach me saying we need a container freight depot here in Minneapolis."

LUTHER MILLER

AS THE EDITOR SEES IT

"I CONTINUE TO BELIEVE," writes conservative columnist William F. Buckley, Jr., "that if no one had invented the railroad, and suddenly one were to call a press conference and divulge the idea of a track running a straight line from city to city on which an enormous engine, an adaptation of an automobile, could pull enormous buses at speeds of a hundred miles per hour, that the whole country would stop in amazement and every Congressman and Senator would rise in chorus to appropriate money to make the dream come true."

RAILWAY AGE WELCOMES MR. BUCKLEY to the ranks of the true believers. We first printed George Dusenbury's fable, "How Bob Smart Invented the Train," in February 1966. Our fictional Bob Smart had essentially the same idea that Mr. Buckley has now introduced in his syndicated column. The moral of our tale was—and is—this: "If the train had come along *after* the car, truck and plane, it would have been hailed as a great step ahead."

OUR ONLY QUARREL with Mr. Buckley is that he didn't go quite as far with the idea as Bob Smart did. Mr. Buckley's agitation arises (he reports) from the experience of a friend whose commuter service has sadly deteriorated. Thus the main importance which Mr. Buckley assigns to the train is that of getting people to their jobs and back home again. On this basis, Mr. Buckley finds that "railroads are grinding to a halt." That is not, of course, true. Railroads are busier than they have ever been before, in terms of freight ton-miles performed—a state of affairs which Bob Smart anticipated: "Why, I predict that the freight train will become even more important than the passenger train." It is not detracting from the importance of good commuter trains—heaven knows, our own staff couldn't do without them—to suggest that conservatives such as Mr. Buckley should be at least equally concerned about those 10,000 freight trains a day that are *not* grinding to a halt—yet.

MR. BUCKLEY SHOULD KNOW that highway truckers agree with his general stance. They want to run trains of trucks on highways. They are trying to invent the train all over again—not only with great inefficiency (they will lack the guided movement that is the real genius of railways) but at fantastic cost in the consumption of both fiscal and natural resources. There's still time to save the freight train from the fate of the passenger train—if only the Buckleys of this nation can grasp the whole horror of the iceberg that threatens us, and not just its tip.

Southern "Spark Plug" helps

"Spark Plug" (above), has an excellent record for on-time delivery of parts to Atlanta-area automobile assembly plants.

THIS TRAIN IS AN AUTOMOBILE ASSEMBLY LINE ON WHEELS

At right, "Spark Plug" passes its northbound counterpart, called "The Rabbit," which returns empties to yard in Cincinnati.

keep GM and Ford rolling

Ever see an automobile assembly line that's 455 miles long? There is one running today and every day that the Atlanta, Ga., area's three giant assembly plants are operating.

Officially, all but the last mile or so of the line is designated Southern Railway Train No. 51. Unofficially, the train is known throughout the automotive industry as the "Spark Plug."

It requires no stretching of the imagination to regard the Spark Plug as an integral part of the production lines of the two General Motors and one Ford assembly plants in Atlanta. The train is so important to the auto companies that work at the three plants would be seriously curtailed, if not stopped completely, should it fail to make its daily run.

In fact, each train includes a number of cars labeled "shutdown cars." Parts or accessories from such cars feed directly to assembly stations for immediate use. If these cars don't arrive on time, production stops.

● **Starts in Cincinnati.** The Spark plug is made up early each morning at Southern's Gest Street Yard in Cincinnati. Most of the more than 150 cars it usually contains are loaded with automotive parts and assemblies shipped from various suppliers via other railroads. The train also carries some high-priority non-automotive goods for the southeastern U. S. markets.

In a typical makeup, the train will have an SD-45 as the lead locomotive, followed immediately by an SD-24. At mid-train is another SD-45, coupled with an SD-35. It needs this array of power to make time over some of the grades along the route.

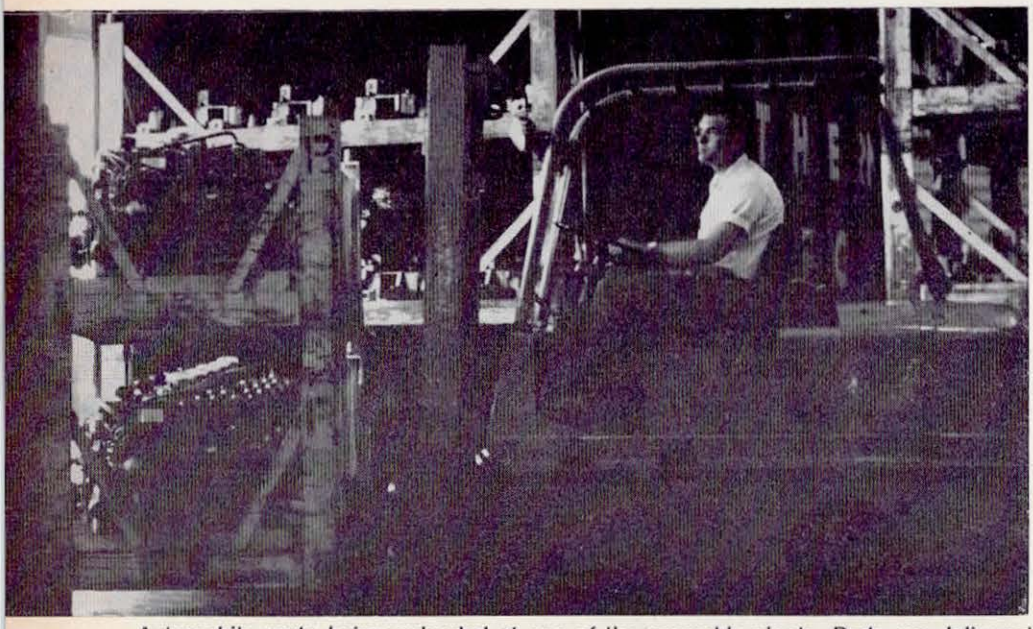
The Spark Plug is listed as a "First Class" train in the operating time tables. Departure time from Cincinnati usually is 9:30 a. m. Southern's trainmasters allow some flexibility in this departure time to accommodate late arrivals from other lines, especially if the late arrival is a potential "shutdown car."

The determinant in the decision over whether to hold the train is how the hold will affect delivery in Atlanta. The railroad has a firm rule that cars leaving Cincinnati today must be delivered to the assembly plants by 6:00 a. m. tomorrow—*in the sequence ordered by the plant.*

Several variables must be considered

Gest Street Yard (above), at Cincinnati, where the Southern's "Spark Plug" is made up for the daily run to automobile assembly plants near Atlanta, Ga.

THE BEGINNING—AND THE END



Automobile parts being unloaded at one of the assembly plants. Parts are delivered to plants from Southern's Inman Yard in Atlanta.

in making the decision. Among the more important of these are train makeup, weather conditions along the route, scheduled drop offs and pick ups (made only at Chattanooga), and traffic conditions in Atlanta's Inman yard.

● **Computer controls.** Shortly after each day's Spark Plug leaves Cincinnati, data control centers in each of the Atlanta assembly plants begin receiving printouts itemizing the contents of the car assigned to them. The information comes from Southern's computerized car locating service, into which the data control centers are tied. By midday, the plants are transmitting to the computer classification orders for the following morning's deliveries.

These orders are available to the yardmaster at Inman long before the Spark Plug arrives, allowing him to plan the most efficient moves.

● **Rapid crew changes.** The Spark Plug stops only three times during its run south—at Danville, Ky., and Oakdale and Chattanooga, Tenn. — to change crews. At Chattanooga, cars are sometimes dropped or picked up.

All of these changeovers are done rapidly. Usually, dynamic braking is used to stop the train to save the time that would otherwise be needed to release the air brakes. The process also saves wear and tear on brake linings.

Time also is saved by transporting the oncoming conductor and flagman to the point where the caboose will stop. Head end and rear end crews board simultaneously, and the train is ready to roll promptly.

Crew changes at Chattanooga are made at a wye north of the DeButts Yard. If cars are to be dropped there, they always be at the rear of the train. They will be switched onto the north leg of the wye while the main train moves on to pick up any add-on cars from the south leg. Again, little time is needed to make these maneuvers.

● **Same day turnarounds.** Many of the cars destined for the assembly plants are customized to handle particular parts or assemblies. Some contain permanent racks, frames or molds that can be used only for the products of a particular supplier. Such a car usually spends a full model year shuttling back and forth between one supplier in the midwest and one assembly plant in Atlanta.

Maximum utilization of the specialized cars obviously is important to both the suppliers and assembly plants. This factor, together with Southern's continuing campaign to return foreign-line cars as quickly as possible, convinced the three assembly plants that they should establish a policy of unloading and returning cars to the railroad the same day they arrive.

The railroad does its part in getting empties back fast by running a daily northbound train, nicknamed the "Rabbit" in recognition of its speed. The timetables list it as Train No. 50, Atlanta to Cincinnati.

● **Autos by rail.** In addition to serving as the prime supply line to the Atlanta auto plants, the Southern also is a major carrier of finished autos from the plants. This was not always so.

Speaking of his own operations, Elwood H. Camp, traffic manager for General Motors' Buick-Oldsmobile-Chevrolet plant at Doraville, says that use of rail is a comparatively recent development. It was brought on by introduction of better equipment and better service.

"Back in the late forties, we shipped perhaps 15% of our output in the old Evans cars," Camp says. "Then we shifted 100% to motor carriers. We didn't come back to rail until 1964, when we used some TOFC's. It wasn't until the multi-level rail cars became widely available that we switched a significant percentage to rail."

Today, Doraville ships between 60% and 40% of its output by rail. The mix of rail and road volume at any particular moment depends mostly on the time of the year.

In autumn, when the new models appear, a high percentage of the orders are from big rental fleets in Miami. These go south by train and rail's share of total output rises to about 60%. When the rental fleets are taken care of, rail and road get approximately equal shares of the production. Near

the end of each model year, the rail industry's share drops toward 40% of total output.

Autos leaving Doraville by rail are transported to various auto distributing centers throughout the southeast. At the distribution centers, the autos are unloaded from the rail cars and reloaded onto truck trailers for delivery to the dealers.

From a standpoint of shipping economics, Camp says, rail is the preferred method of shipping to any distribution center more than 250 miles distant. "We don't have a hard and fast rule about this," he says, "because there are other factors we must consider. An important one is how much handling an automobile will get before it reaches the dealer. The more you handle it, the more chance you have to bang it up."

The Southern, Camp reports, is very conscious of the need to reduce damage claims and cooperates fully with his department on preventative programs.

"I'll give you an example of how the Southern has helped us. When we started using multi-level cars, we were getting too much damage to door panels. Whenever a car was parked with the door next to an upright, the driver had difficulty getting in or out without banging the door on the upright. We discussed the problem with Ray Schallom. Within a few days, he had the solution. It was a simple thing, but it works. He got the car builders to stagger the position of the uprights. In the new cars, if the driver's door is next to an upright, the right door is clear to swing free."

Schallom is sales manager — automotive industries for Southern.

Another problem Schallom worked on was the "mystery of the rust spots" At one time, dealers began reporting that strange spots of rust were appearing on the painted surfaces of some autos. Investigation eliminated Doraville's Coatings Department as the source of the trouble.

The only common denominator seemed to be that all of the autos had been shipped by rail.

Camp and Schallom suspected that rust on the upper levels of the rail cars must have dusted off and fallen on the autos below. Schallom ordered increased vigilance in Southern's car maintenance program and inspection of foreign-line cars to make certain they are clean. Camp's loaders have orders to reject any cars with questionable paint jobs. The rust problem has disappeared.

"Cooperation in matters like this," says Camp, "makes my job a lot easier." ■

FRANK MALONE

WATCHING WASHINGTON

THE WORDS OF DR. CHERINGTON are those of a man delighted at the prospect of escaping the bureaucracy. Paul W. Cherington soon will be an ex-DOT assistant secretary for policy and international affairs. He will leave after just one year as part of John Volpe's transportation team. One year, however, was enough for him to get some ideas across and experience a sharp reaction to Washington.

"I CLEARLY WAS NOT CUT OUT TO BE A BUREAUCRAT," Cherington says. That's because he likes to get things done. Cherington has a phrase that tops the best bureaucratic gobbledygook, and describes the bureaucracy beautifully: "institutionalization of relationships." That means too many people and too much paper, he explained in a pointed talk to the Washington-area Harvard Business School club, soon after making known his intent to leave.

WASHINGTON IS THE "GREATEST TOWN—everybody's doing everybody else's laundry," Cherington says. Overlap of agencies is what he means. "We have more people helping us than you could believe." So many "that it takes two thirds of our time to get un-helped."

THE PAPER BOG IS ANOTHER THING. Upon moving here, the professor became "a two-briefcase man." Fortunately, he "had a car [sometimes a Government limo] to lug them around." Nevertheless, he was "absolutely drowned in papers." And the horror of it is that "most of the papers dealt with complete trivia."

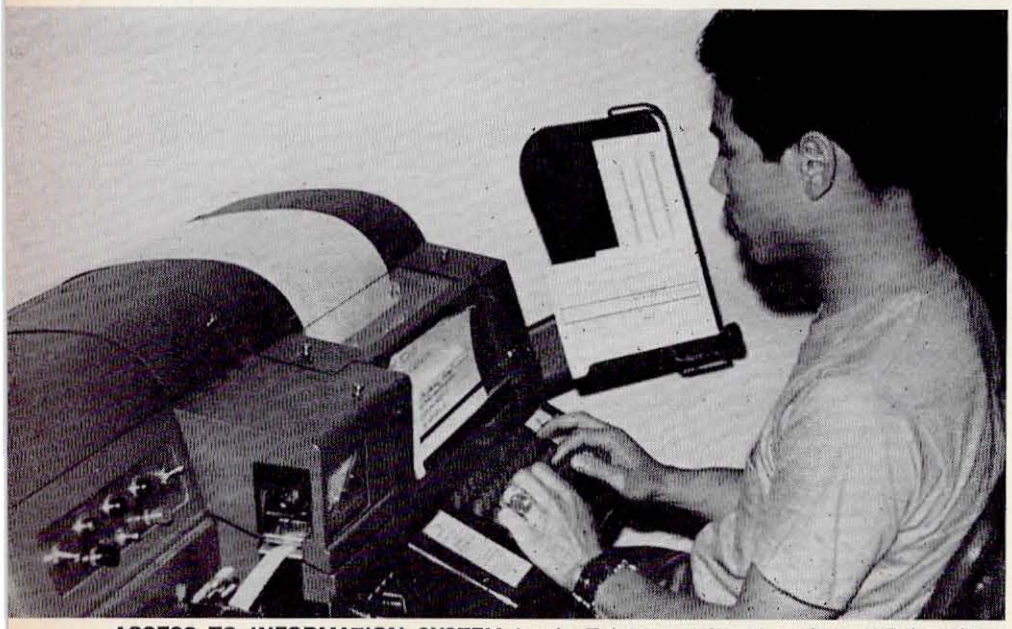
"A VERY SERIOUS PROBLEM IN MAKING PROGRESS" is what the paper-people population adds up to, Cherington says. After his return to Harvard University—from where he'll commute to DOT three days a week for awhile—he expects to get more "substantive" work done in two days than in six days at the Federal institution.

AGENCIES WIH SIMILAR "LAUNDRY," like Housing and Urban Development, for example, are among Cherington's other targets. "The Hill [House and Senate] is a lot easier to deal with than the White House or the Bureau of the Budget." Cherington refers to the DOT plan for passenger trains which he says the White House sat on for more than six weeks. Typical of his stay here, he says, was that he had to do at least eight "rain dances" on behalf of the passenger plan.

TWO COMPUTERS ARE KEY UNITS in WP's Management Information and Control System. Teletype unit provides operator with access

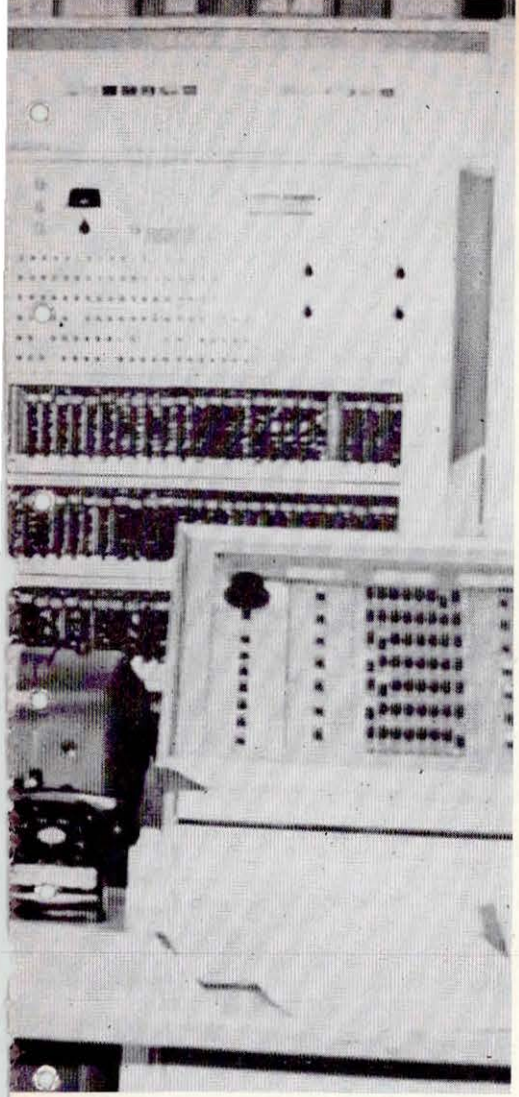
ON WESTERN PACIFIC

Computers help balance

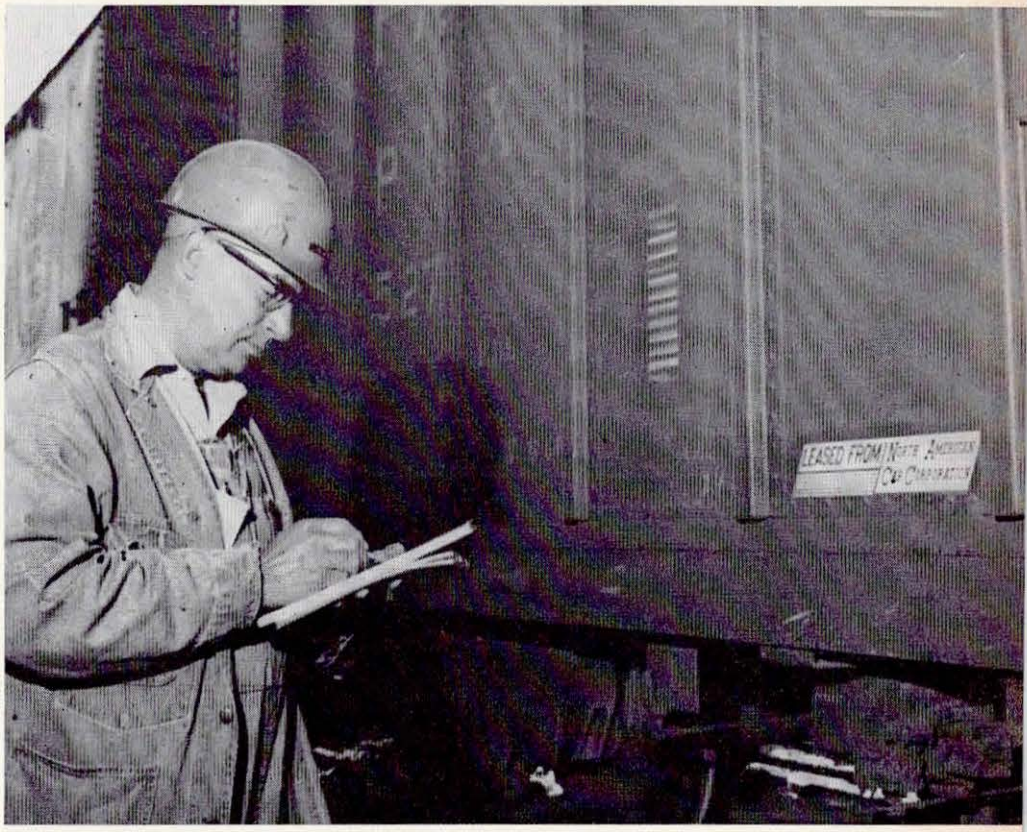


ACCESS TO INFORMATION SYSTEM is via Teletype units at various WP locations.

A pair of electronically connected central processing units are at the heart of WP's Management Information and Control System. The system is a big boost for both shipper and railroad.



to computers.



CAR INSPECTOR reports car condition on special card forms.

car supply-and-demand

Western Pacific has called on computer technology in its quest to provide better service to shippers. A computer-based Management Information and Control System (MICS) is providing WP with the capability of obtaining maximum utilization of freight cars on its lines.

For the shipper, MICS provides instant car tracing information, plus better distribution of empties for loading. The car distribution phase of MICS has been operational for about a year. The tracing system (CLICS-Car Location Information Computer System) has been clicking for several months. A third phase of MICS, providing complete waybill data upon inquiry to the computer, is now getting under way. A fourth phase will tie all the other phases together to provide planning and forecasting capability to the freight car utilization function.

● **Computer keeps records.** WP's car distribution system makes use of the computer as a storehouse and record keeper while strategically placing supervision in the field. WP set up 11 service regions along its lines from Oakland, Calif., to Salt Lake City, Utah, and its inside gateway connection north from Keddie, Calif., to Klamath Falls, Ore. Each of the 11 regions has a service center staffed with a regional car distributor.

Basic to WP's car distribution system are two tenets: (1) Cars are cleaned and inspected at the nearest facility after being unloaded; and (2) Cars are moved between regions only on specific orders, directly from the Superintendent of Transportation's office in San Francisco.

The procedure for making empty cars available for distribution for loading or, if necessary, for returning foreign cars empty, begins when they arrive in yards following unloading. Often they are spotted on cleaning tracks. Car inspectors enter information about the condition of the cars on special card forms. After inspection and cleaning (when required) is completed, the information on the card forms is sent via Teletype to the WP computer center in San Francisco headquarters office.

● **Computer calculates codes.** The computer has been programmed to analyze this information and issue a classification for each car. These classifications are in the form of codes that indicate the kind of car, its condition, and its availability-for-loading status. The car-kind code is broken down to indicate size, special loading devices, and other features. The condition of the car (condition summary) indicates in general what type of load it can handle, such as lumber, machinery, bulk loads. The availability status code indicates what restrictions might apply.

The computer automatically sends

MAXIMUM UTILIZATION OF FREIGHT EQUIPMENT IS THE BIGGEST A

the car-kind code, condition-summary code and availability-status code to the office sending in the information. This report also includes any exceptions to general rules that might apply to car movement. Upon receipt of the code information, these codes are marked on the card form for the particular car. These forms on manila stock measuring 4¼-by-11 inches serve a double purpose: (1) to provide car condition information, and (2) to serve, when required, as an empty car waybill when moving the car for distribution from one region to another.

● **Customers call.** On the demand side, customers call either WP agents or sales representatives with requests for cars. The person receiving the call completes a form 220 Car Order that shows the customer's name, his assigned patron number, date and time car is required, date and time order is placed, commodity description, number of cars requested and type of car requested. This information is punched into paper tape and sent via Teletype to the central computer where a record is made.

Regional car distributors, naturally, try to fill their car orders from cars in their regions. When they fill an order, they notify the central computer via Teletype, so that the central file is updated. Upon request of the car distributors in the Transportation Center, the computer prepares a supply and demand report for each of the 11 service regions. Each region receives, via Teletype, only its own region report, but the Transportation Center in San Francisco receives a consolidated report.

Basically, the report shows car supply for system and foreign cars in various availability-status codes broken down by car-kind codes and condition-summary codes. On the demand side are shown numbers of cars, again by a car kind and condition summary under five types of orders such as car orders, distribution orders, surplus orders, standing orders and switch orders.

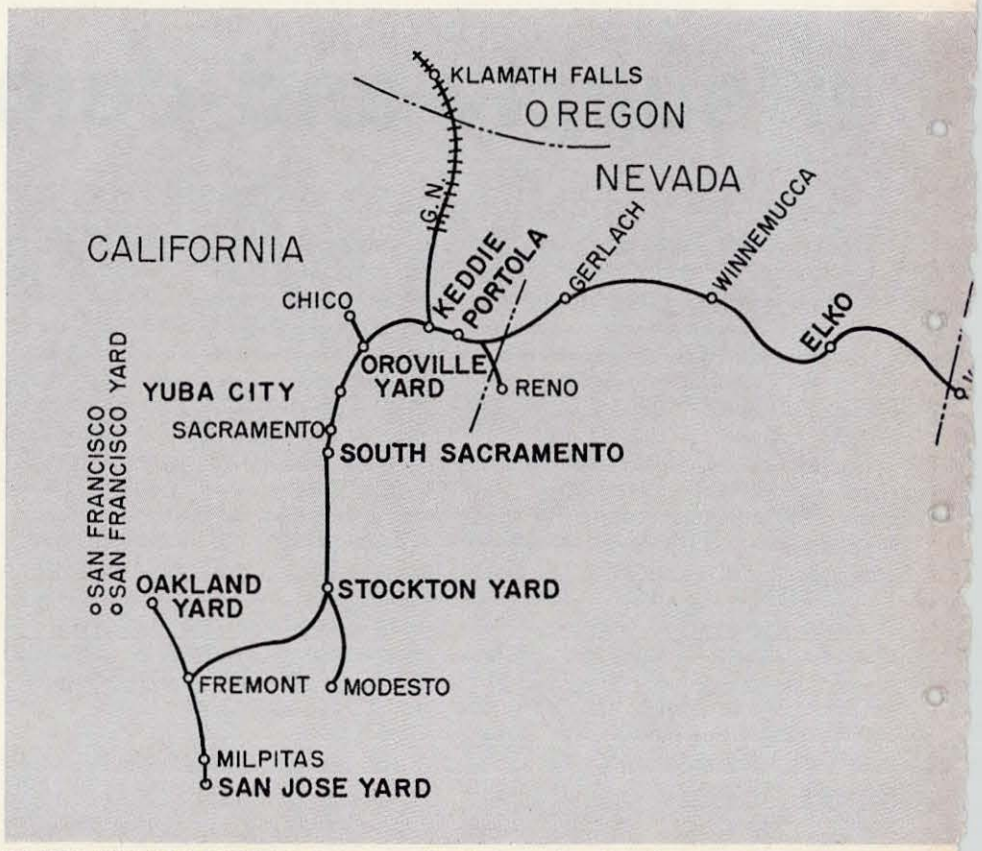
● **Distributing cars.** Car distributors at the Transportation Center check this report carefully, noting especially the surplus of cars and orders. Thus they find a region with a surplus of a particular kind of car and another region with a surplus of orders for the same kind of car. Accordingly, the car distributor issues a distribution order directing the surplus cars moved to the region short of those cars. This order is sent to the computer so that it will update the file on the car inventory for the two regions involved. WP gives the same priority to moving empties as it does to moving loaded cars. It does so for two reasons: (1) to give the shipper better service by promptly fulfilling his car requirements, and (2) to keep per-diem costs down by promptly moving surplus foreign-line empties off the line.

As an aid in knowing which cars to move, certainly the foreign-line cars, an auxiliary report is printed out by the computer when it prepares the supply and demand report. This report shows by car initial and number, whether it is a load or empty, car kind, availability status, condition summary, car order (if under such an order), location (yard or in a train), date arriving at present location and "remarks." This last category indicates if the car has been over 72 hours at the present location.

Because more cars terminate on WP than originate, this 72-hour detention is especially helpful in alerting car distributors about foreign-line cars. Kenneth Plummer, WP's superintendent of transportation, says that as the system is perfected and few 72-hour detention cars show up on the report, then he anticipates that he will ask for the computer to flag cars detained 48 hours or more. Hopefully, they can work down to a 24-hour detention flagging period.

Biggest advantage of the MICS function, says Plummer, is "getting the potential maximum utilization of freight equipment. Also, we can get foreign cars moved toward their owners, with or without loads. And, we will get control of excessive detention of cars."

● **Inquiry to computer.** The MICS operation also provides for inquiry to the computer for information concerning cars reported on the supply and demand reports, and the auxiliary report. Also, car location information is available. In addition to car utilization information, the computer uses the AAR's UMLER (Universal Machine Language Equipment Register) file in real time. The car-kind code is developed from UMLER. Thus from any Teletype location, five types of inquiry can be handled by the computer: (1) specifications and dimensions of a specific car; (2) listing of the car-kind code, condi-

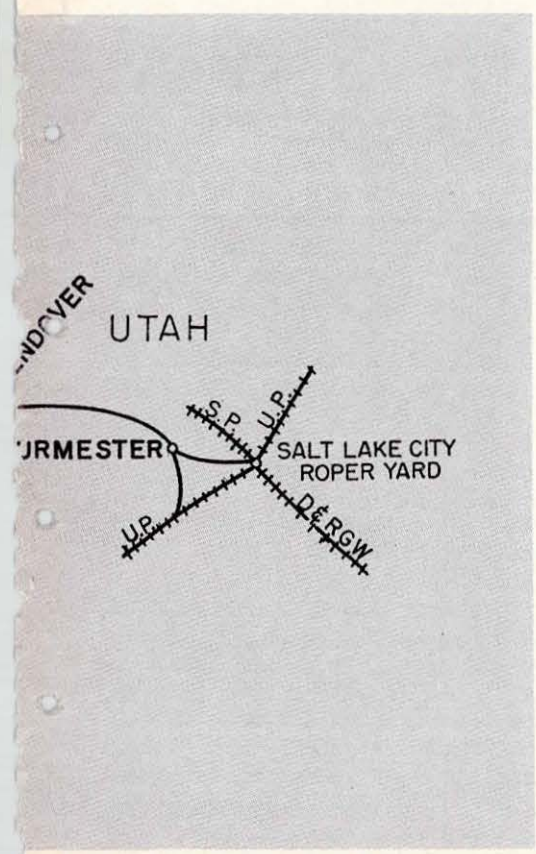


ELEVEN SERVICE CENTERS have car distributors for handling customer orders. Each

DVANTAGE OF WP'S INFORMATION SYSTEM

tion-summary code, availability-status code, present location and condition-summary detail; (3) complete listing of a specific car order (must indicate ordering station and order number); (4) list of detail for car utilization; (5) list of last reported location times and dates.

CLICS, or Car Location Information Computer System, became operational in July 1969. Train consists are sent into the computer via Teletype and contain such information as train identification number, date and time of the report, and movement record code indicating departure or passing, arrival or delivery at a junction (entire train or for individual cars). Simultaneously, the report is sent from the originating yard to the next yard and to the computer center. When cars are reported for the first time, the computer checks them against UMLER for validity. If it does not pass this check, the computer automatically asks the sending station to send a correction. If there are 10 or more errors in a train consist, the computer rejects it and asks for a retransmission. Trains passing through yards are reported, bad order cars are reported, and the central file is continuously updated.



ter is shown in large type on the map.

● **Report to customers.** Car Location Messages, known as CLMs, are sent daily to major customers via Western Union's Telex service. Also, any of WP's twelve off-line or six on-line sales offices can inquire via Teletype to the computer for car location information. A daily PARD (passing, arrival, delivery) report is mailed to sales offices and representatives not equipped with teletypewriter equipment to assist personnel in car tracing. A computer produced Jumbo report is also made available to the transportation department at WP headquarters.

At present, train consist information shows cars as loaded or empty. Work is now under way to include full waybill data on the first report of a loaded car. This is the third phase in the development of the MICS operation.

● **Computer is key.** The heart of MICS is a pair of CPU's (Central Processing Units) electronically connected. One handles message switching and the other is the MICS central computer. Both are General Electric DataNet 30 computers with three disc files, eight magnetic tape units, a high-speed printer, and card reader. As far as the message switching system (known as Message Switching and Data Collection) is concerned, the MICS computer is just another station (actually it is station PI).

Connected to the MS/DC DataNet 30 are 28 Teletype circuits, operating at 75 wpm. These circuits connect 27 on-line WP stations, 5 offices in the San Francisco headquarters, 12 off-line sales offices, and 3 on-line sales offices. Western Union leased circuits and equipment cover the off-line offices. Equipment is generally Teletype model 28ASR (automatic send-receive) units with keyboard and re-perforator. Some offices have separate typing reperforators, such as the marketing department and the general telegraph offices in San Francisco. Traffic studies were made to determine the number of stations that might be on a line, hence the busier stations have a direct line to the MS/DC computer. The computer polls each station in turn. If there is something in the station's transmitter, then it sends the message to the computer; if not, the computer polls the next station in the polling sequence. Message switching is on a store and forward basis.

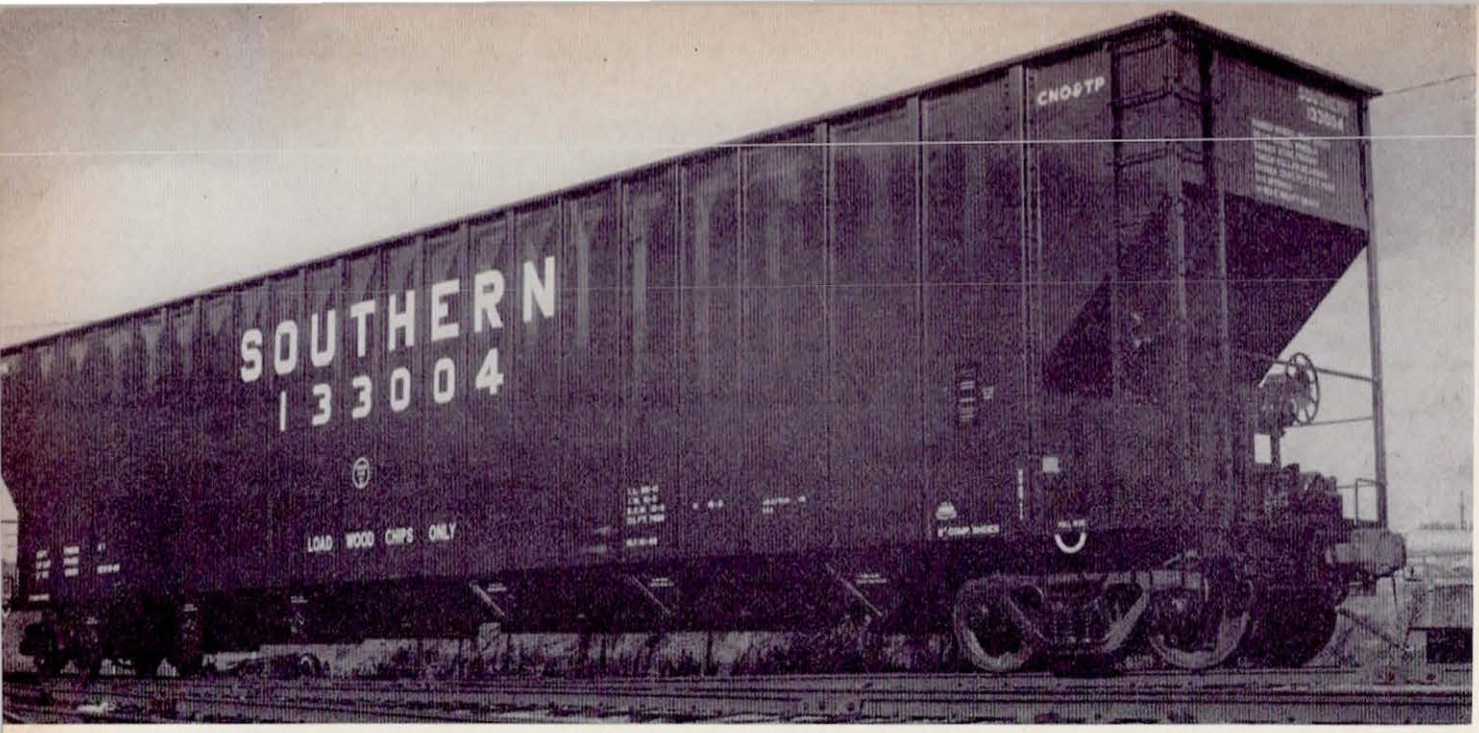
The message switching system was cut into service in September 1967. This was the first portion of WP's Management Information & Control System to go into operation after initial planning began in 1962.

Development and implementation of the management information & control system was directed by Robert L. Petersen, director management services department. It was a cooperative effort that involved operating, marketing and the signal and communications departments. Computer system design and programming was directed by Theodore P. Wroblicky, manager on-line systems, with W. J. Burnside and R. L. Rademacher, project supervisors, directly responsible for the programming of MICS.

● **Communications.** Robert E. Enger, superintendent of communications, works closely with the management services department to provide communications circuits and install the necessary Teletype equipment. Enger is now directing the installation of a microwave system that will extend from Sacramento to Portola, Calif., 180 miles by railroad (though the microwave line-of-sight signal will be somewhat shorter). The backbone system, operating in the 6GHz range, will be Lenkurt Electric 78B1 equipment, with common equipment capable of expansion to 120 voice channels.

The microwave installation in the mountains of California is only a beginning as WP beefs up its communications links in its vital Management Information and Control System. WP is planning to extend its microwave system during 1970 from Sacramento to headquarters in San Francisco.

At what might be called the three-quarter mark in developing and implementing the MICS program, the Petersen team is not content to rest on past performance. The next phase, that of tying in all the bits and pieces, says Petersen, will be difficult but the most rewarding. This means real time operation, where such things as daily revenue estimates can be made, and various other marketing and planning techniques utilized to really give management the information it needs to know in order to manage. And for those looking for clues as to the importance of MICS, Management Services Director Petersen now reports directly to M. M. Christy, WP president ■



HIGH-CUBE HOPPERS can transport 90 tons of wood chips and are designed to discharge them rapidly and cleanly.

Traffic grows; so do the cars

Record-setting chip hoppers are built by Magor Railcar

SHAKER TEST simulated at least ten years of such usage in regular service.

The paper business is big in the South . . . and getting bigger. Some indication of its volume is evident just from the sheer size of the newest wood-chip cars recently acquired by the Southern. With their 7,569-cubic-foot capacity they are claimed to be the largest hoppers ever built. The 200 cars were turned out by Fruehauf's Magor Railcar Division late last year.

Southern has been building and buying specialized cars for moving the raw materials of paper making for many years. Even prior to its newest acquisitions, the road had a fleet approaching a thousand cars assigned to chip service. It is possible that some of the older, smaller units may now be up for retirement.

Southern initially developed a specialized gondola which was unloaded by a wayside plow inserted through upward swinging sides. The road is now getting more conventional bottom-dump cars.

• **A growth situation.** A Magor spokesman recently observed that "impressive growth in the paper industry is forecast for the '70s. This growth, coupled with retirement of smaller,-old-style wood chip cars, should create a substantial demand for the labor-and-time-saving features of this new double-sized hopper car.

The 100-ton, 69-foot open-top cars are designed throughout with the goal of fast, complete unloading. The six transverse hoppers are fitted with Enterprise Type D. door operating mechanisms so that one man can open each set of doors from either side of the car. The carbody is also tapered so that it is 4 inches wider at the side sills than at the top of car. This assures rapid release of chips, especially when they are frozen or of the hardwood veneer variety. All of the car's slopes, 45 degrees, are painted with a special coating to facilitate rapid release of lading.

Special shaker bars have been applied to the top bulb angles on each side to minimize carbody damage by directing vibrations through the webs and into the side structure. As part of the acceptance of Magor's design, specifications required that the sample car be subjected to an eight-hour shaker test when completely empty. It was calculated that this severe stressing under a heavy-duty Hewitt Robbins Shaker would simulate a minimum of ten years of car shaking in actual service. Shakers are used normally when all or a portion of the lading is in the car. This serves to reduce the stresses to which the sides are subjected.

To maximize body cube, the hoppers were extended as close to the rail as possible. Because of the 58-foot-10-inch truck centers, it was found that the bottoms of the pairs of hoppers at the car's center had to be about 3 inches further from the rail than those adjacent to the trucks. This permitted the car to traverse the AAR-specified standard vertical curve. Such curves occur at the crests of humps and at points such as unloading sites.

The car towers 16 feet over the rail. It has a light weight of approximately 83,000 pounds. The inside width at the top is 9 feet 8 inches. Just above the hoppers this width has increased to 10 feet. The exterior width is 10½ feet. The cars are fitted with Standard trucks with Barber center-plate extensions to counter the rocking tendency of a vehicle with such a high body. ■

The New Haven's epitaph

Having turned his attention from the financing and reorganization of much of America's rail network of the late 1800s to the organization of U. S. Steel, culminated in 1901, J. Pierpont Morgan emerged with seemingly few more financial worlds to conquer.

Morgan reigned as the monarch of Wall Street, his Midas touch apparently turning virtually every investment into new gold. True, there was the battle for control of the "Northerns" with E. H. Harriman, which, like so many previous bouts, ended with Morgan's stake in the Burlington and Northern Pacific unaffected.

What happened next was eventually to prove that Morgan's seeming Midas touch was losing its potency, although it was not generally evident until after his death in 1913. For many years Pierpontifax Maximus and colleagues of his from the House of Morgan had been on the board of the New York, New Haven & Hartford. Morgan's protege, C. S. Mellen, president of the Northern Pacific, was recalled in 1903 to head the New Haven (he had been NH's traffic vice president seven years before) after the brief administration of a Boston lawyer.

Thus, John L. Weller, a Wall Street transportation researcher and one-time New Haven staff member, introduces the most fascinating chapters of his new book: "The New Haven Railroad—Its Rise and Fall."* It is a pity that other railroad histories are not so well documented and also put in context with their times and the industry.

Weller tells the whole story of the century-and-a-quarter of New Haven history—its impact on the times, its accomplishments, the roles played by the many colorful participants in its legendary and sometimes nefarious affairs.

Once the blue-chip jewel of Morgan's vast railroad empire and then a secretive monopoly in New England transportation, the New Haven was to become the prey of speculators. The glorious free-spending days of Morgan and Diamond Jim Brady, with the resultant political and business intrigues, brought on a crisis in Woodrow Wilson's Administration and nurtured rivalries involving Louis Brandeis, James Clark McReynolds and William Howard Taft that left scars which lasted into the era of Franklin D. Roosevelt.

What Weller describes for the years from 1903 to 1913 was a program to make the New Haven a multimodal transportation company, as the term could be interpreted only in the early Twentieth Century. The Southern Pacific embarked on a similar program with somewhat happier results. The Morgan-Mellen administration of the New Haven acquired virtually all the local and interurban trolleys in the road's service area at inflated prices, got control of most of New England's coastal steamship services regardless of cost or potential, constructed a costly rapid-transit line in direct competition with its own New York suburban services, and acquired control of other railroads including Boston & Maine, the Rutland, and the New York, Ontario & Western.

"It is often suggested," observes Weller, "that today railroads should apply their expertise to other forms of transportation. The New Haven under Mellen-Morgan management is perhaps the prime example of a railroad that tried to do this and everything it touched turned to ashes."

Having traced the road's expansionist policies in chapters fittingly titled The Trolley Follies, The Steamboat Follies, and The Westchester Follies, Weller summarizes by saying that much of the $200 million spent on these "outside" adventures "had been improvidently and wastefully expended, resulting in a drain on earnings."

What followed were The Follies of 1914 when state, ICC, and U. S. Department of Justice investigators were simultaneously trying to unravel New Haven's financial and corporate machinations, management was being reshuffled in the wake of resignations of President Mellen and many directors, and the road's 40 years of unbroken dividends came to an end.

"Never again," observes Weller, "was a seat on its board the sought-after symbol of financial eminence. Some 35 years later [1948] it became once again briefly attractive to financiers but these were of the lesser variety, who quickly picked its carcass clean and left its skeleton stretched along Long Island Sound."

The prosperity of the 1920s allowed for physical rehabilitation of the railroad's plant, a process which was resumed and pushed while New Haven was in reorganization from 1935 to 1947. Then, less than a year later, control of the reorganized, revitalized line was assumed by Frederic C. Dumaine and "friendly interests," including Patrick B. McGinnis, setting off what Weller terms The Final Follies.

The turbulent decade which followed saw the faltering road headed by F. C. Dumaine, Jr., McGinnis, and finally a Boston lawyer, George C. Alpert. By 1961 the New Haven was again in the hands of the courts in what was to be its final illness.

Corporate death came to the New York, New Haven & Hartford at the age of 93 on Jan. 1, 1969, when it was taken over by Penn Central as part of the Eastern mergers.

Despite its speckled corporate history, the carrier made real contributions to railroading. J. J. Pelley resigned the road's presidency in 1934 to become the first president of the AAR. New Haven's pioneer high-voltage, alternating-current electrification was the prototype for the Pennsylvania's extensive installation. In 1938 New Haven began piggyback service between New York and Boston and built a successful operation that was being killed by the parallel Connecticut Turnpike in the mid 1950s when the concept was first copied by other American railroads.

Weller concludes by saying that New Haven stockholders "perhaps have little right to complain since they elected the managements which accelerated the disaster. The public, dependent on the New Haven for service, had no voice in the management but it did have, some will say, a strong voice in public policies such as the building of the Connecticut Turnpike, high taxes on railroad property and refusal to permit New England railroads to unite long ago, that sooner or later would have ended the New Haven's ability to exist independently, even with the best of management."

—Fred N. Houser

* The New Haven Railroad—Its Rise and Fall. 248 pages; photographs. Hastings House, New York, N.Y. 10016.

THREE ROADS CONTRIBUTE POWER to new service linking Seattle and Jacksonville. Train bypasses most classification yards.

Power pool produces longest U. S. run

Three roads cooperate on daily coast-to-coast freight service

A power pool of three roads last week was the key element in the establishment of the longest regularly scheduled freight train run in U. S. history.

The new service links Seattle, Wash., and Jacksonville, Fla., a run of 3,311 miles. Called the Coast-to-Coast Express (CCX), the train will run daily.

Announcement of the new service was made jointly by the chief executives of the Seaboard Coast Line, the Frisco, and the Union Pacific, the roads providing the service.

Run on an experimental basis since Dec. 1, the service was incorporated into the official timetables on Jan. 20. During the trial period, according to the roads, the train averaged between 75 and 100 cars each way and was powered by four diesel-electric units with a total of 10,000 hp.

The three roads say they have pooled 24 diesel units with 60,000 hp for the run between North Platte, Neb., and Jacksonville, Fla. Union Pacific locomotives only will be used northwest of North Platte; and Seaboard Coast line units only will be used east of Jacksonville.

The power pool will enable the train to bypass most classification yards, according to the roads, and stop only for inspections, crew changes and icing of perishable commodities.

The roads' chief executives in their announcement described the new service as "one of the most significant breakthroughs in modern coordinated freight service in recent years."

They predicted the Coast-to-Coast Express would "cut 24 hours off previous runs and will insure fast, dependable service on through connections."

The CCX will leave North Platte at 12:15 a. m. daily and arrive at Jacksonville at 6 a. m. the second morning. At North Platte, CCX will receive connections from Seattle, Los Angeles, San Francisco, "and other key cities," the announcement said. At Jacksonville, the train will make connections for Orlando, Lakeland, Tampa and Miami, Fla., and points in Georgia and North Carolina.

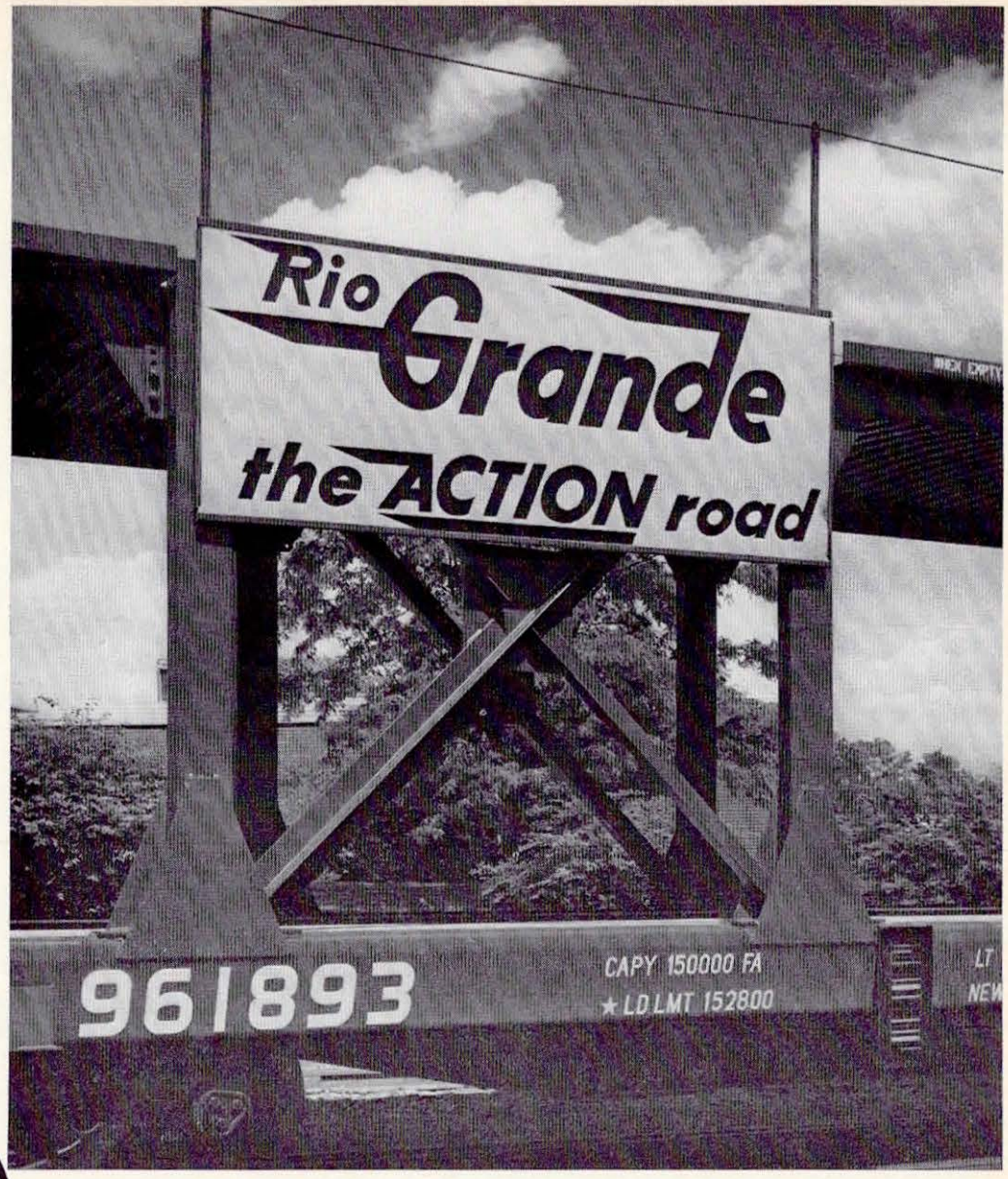
Similar service is being provided in the reverse direction.

The route of the CCX takes the train from Jacksonville, through Brimingham, Ala., Memphis, Tenn., Kansas City, North Platte, Pocatello, Ida., Portland, Ore., and Seattle.

The roads said that "as a special plus to San Francisco Bay Area shippers, a breakaway section of the train will head straight west from North Platte to California destinations."

Much of the time saved in the new service will result from eliminating the need to change locomotives when the train moves from one road's tracks to another's.

Citing the service as "another example of cooperation between railroads seeking opportunities to furnish better service," the chief executives of the three roads called the train "just one more innovation which will enable us to provide better freight transportation for our shippers and receivers." ■



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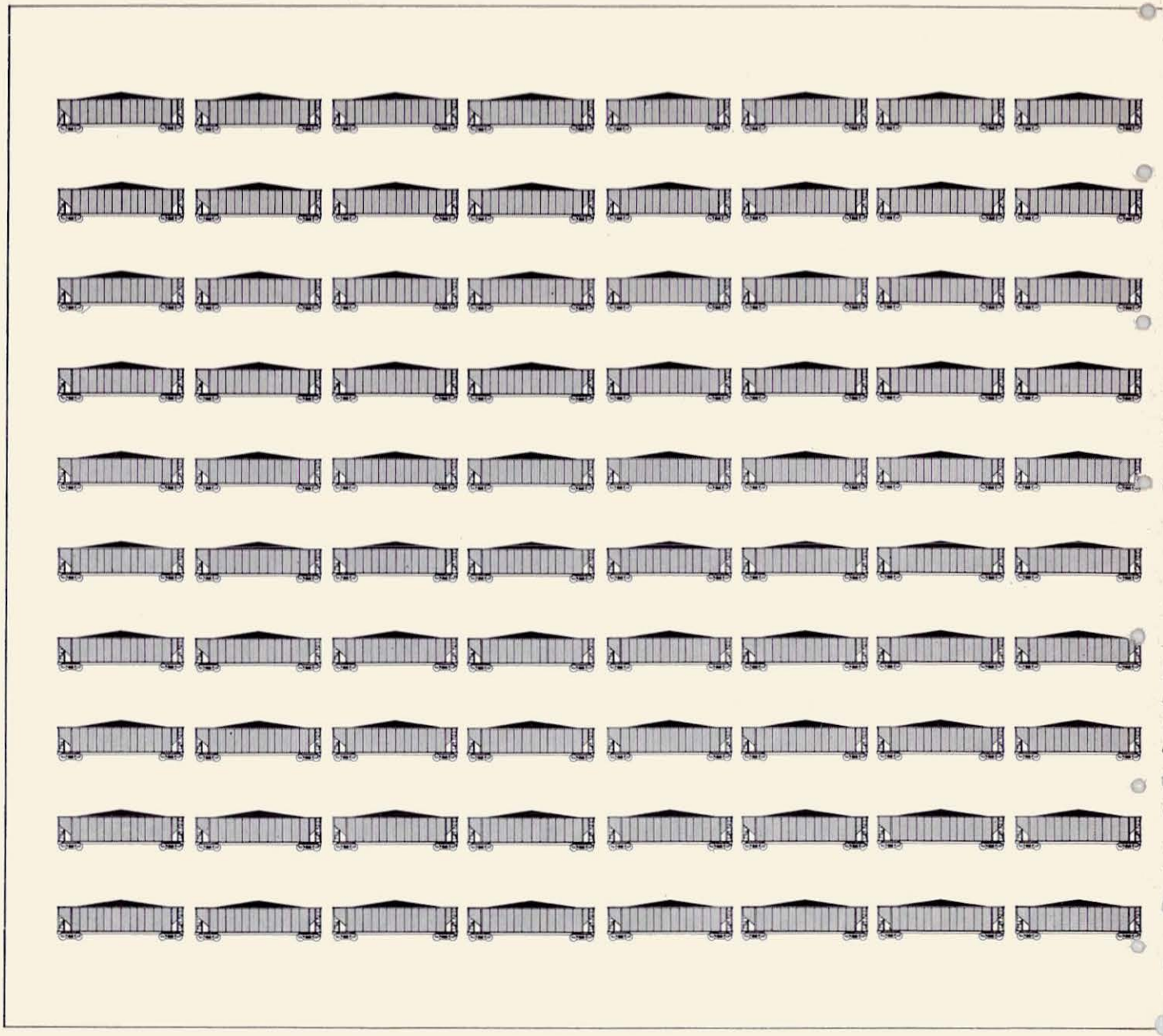
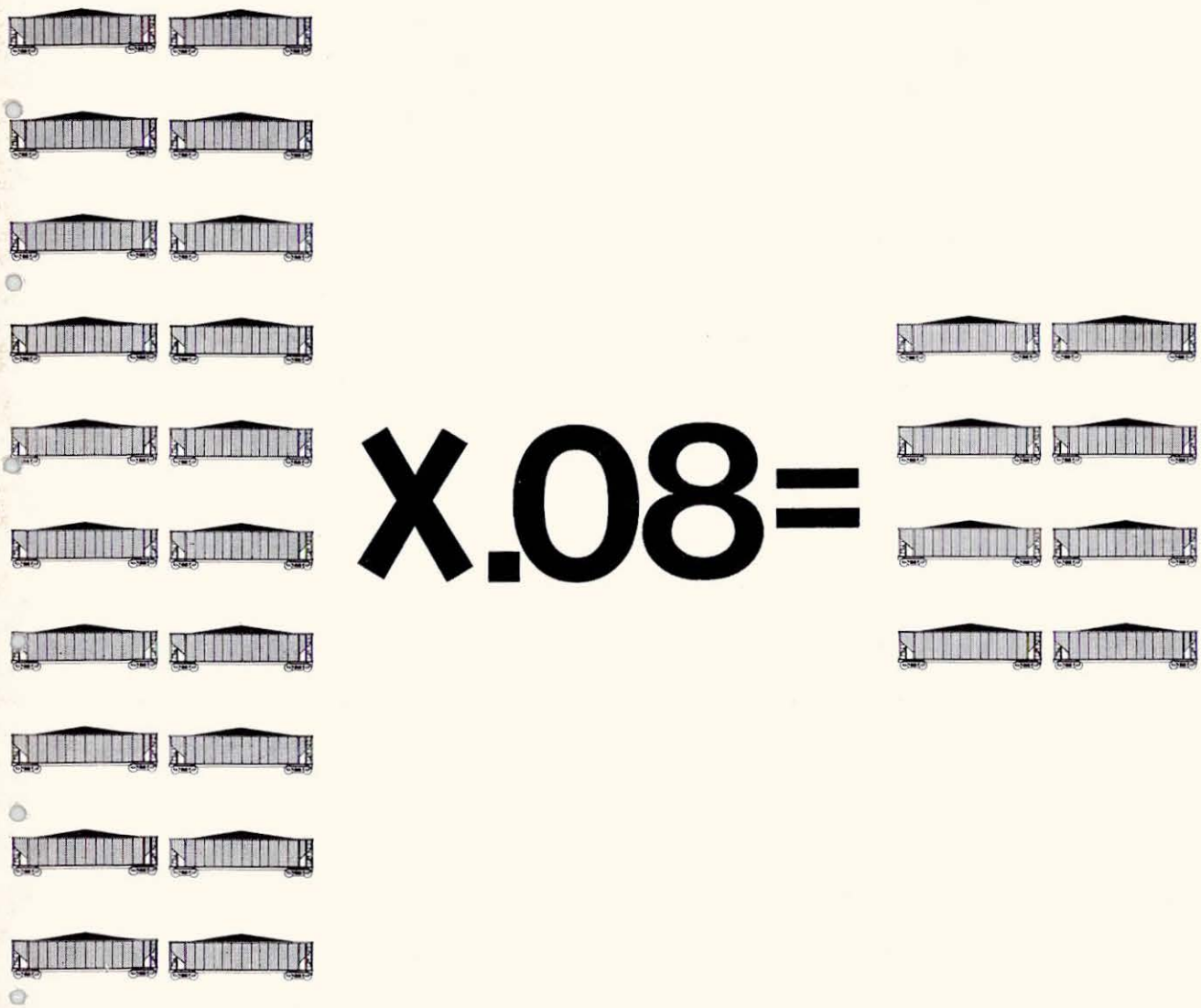


New math:
If one 100-ton aluminum coal car carries eight extra tons, how many additional carfuls could your aluminum-bodied unit train carry?

Multiply the number of cars by .08.



Aluminum coal cars deliver more payload profit because they carry more lading. For instance, you are a shipper of coal weighing an average of 45 lb per cu ft, and you're negotiating a freight rate on a carload basis. 100-ton aluminum cars weighing 263,000 lb gross have a rated capacity of 4,800 cu ft. Empty aluminum cars weigh 47,000 lb and carry 108 tons. A steel car weighs 63,000 lb and carries only 4,444 cu ft or 100 tons.

That means you would have approximately eight percent more capacity with aluminum cars, allowing you to haul the equivalent of eight carfuls more coal in a 100-car unit train. You could make fewer trips per year with the same number of cars. Or reduce the number of cars and make the same number of trips. Any way you do it, you lower operating expenses.

Just as important, aluminum has a much higher impact strength. Stands up better to racking strains, rotary dumping and the worst sulphur bearing coals. That's why there are Alcoa aluminum-bodied cars in coal service for 24 years still going strong.

To find out more about aluminum-bodied cars, call on the people who know aluminum best. Contact your local Alcoa sales office.

Change for the better with Alcoa® Aluminum

ALCOA

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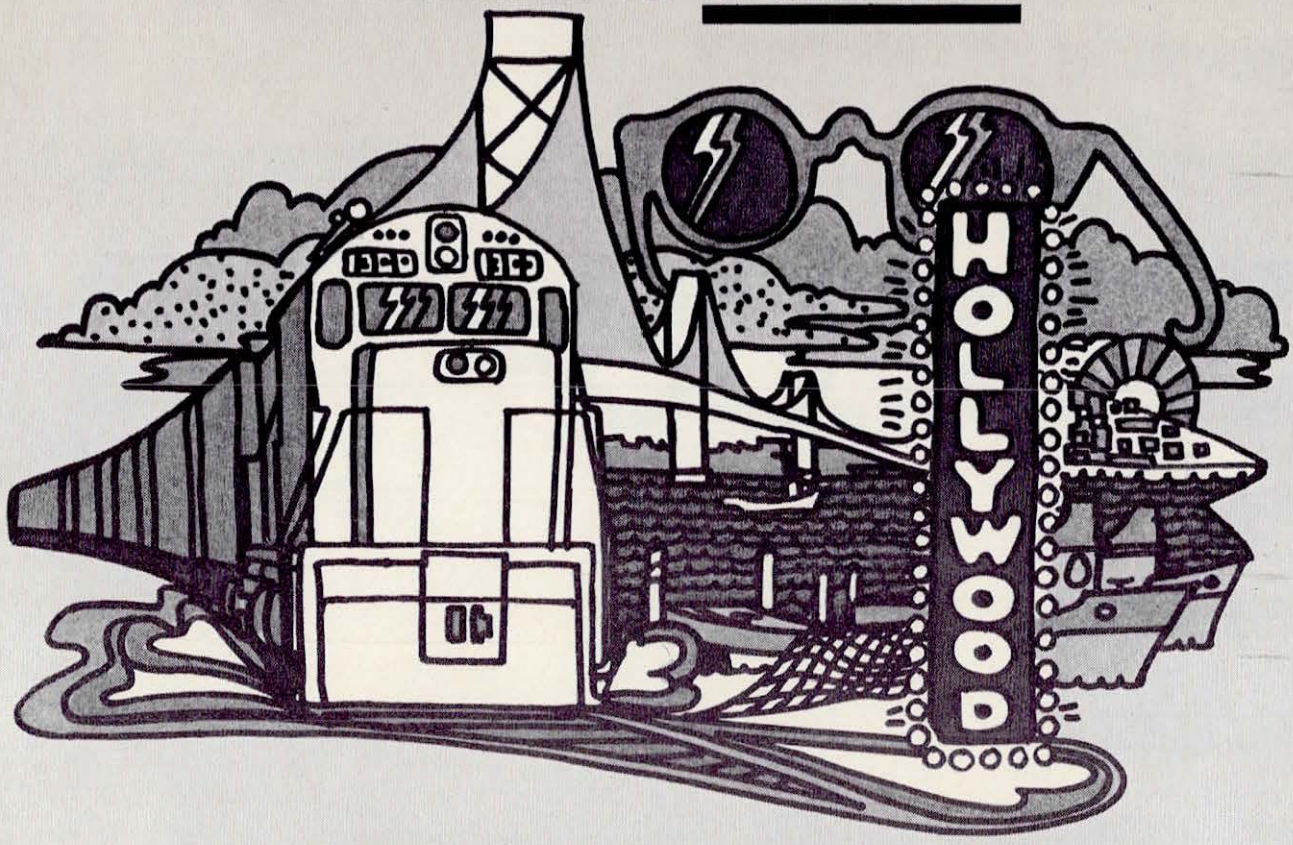
We'd like to show you what the Pacific



in Missouri Pacific is all about.

Look at a map of the Missouri Pacific service area and you might think we're strictly a "vertical" carrier. And it's true that between Chicago/St. Louis and Memphis, Little Rock, Dallas/Ft. Worth, New Orleans and the Texas Gulf Coast . . . you won't find faster, more efficient freight schedules than ours.

But we didn't put "Pacific" in our name for nothing. That was our destination when The Missouri Pacific and The Texas & Pacific first started . . . it's still our destination, twice daily. Train #61 hustles to Los Angeles via El Paso in time to make 3rd morning deliveries; Train #71 torpedoes through Pueblo and on to San Francisco in time to make 4th A.M. deliveries in the Bay Area.

So next time you have cargo for the west coast, call us. The "Pacific" (Missouri, that is) is as close as our nearest freight representative. You'll find he can save you oceans of trouble in lining up your shipment.

mo-pac

missouri pacific texas & pacific

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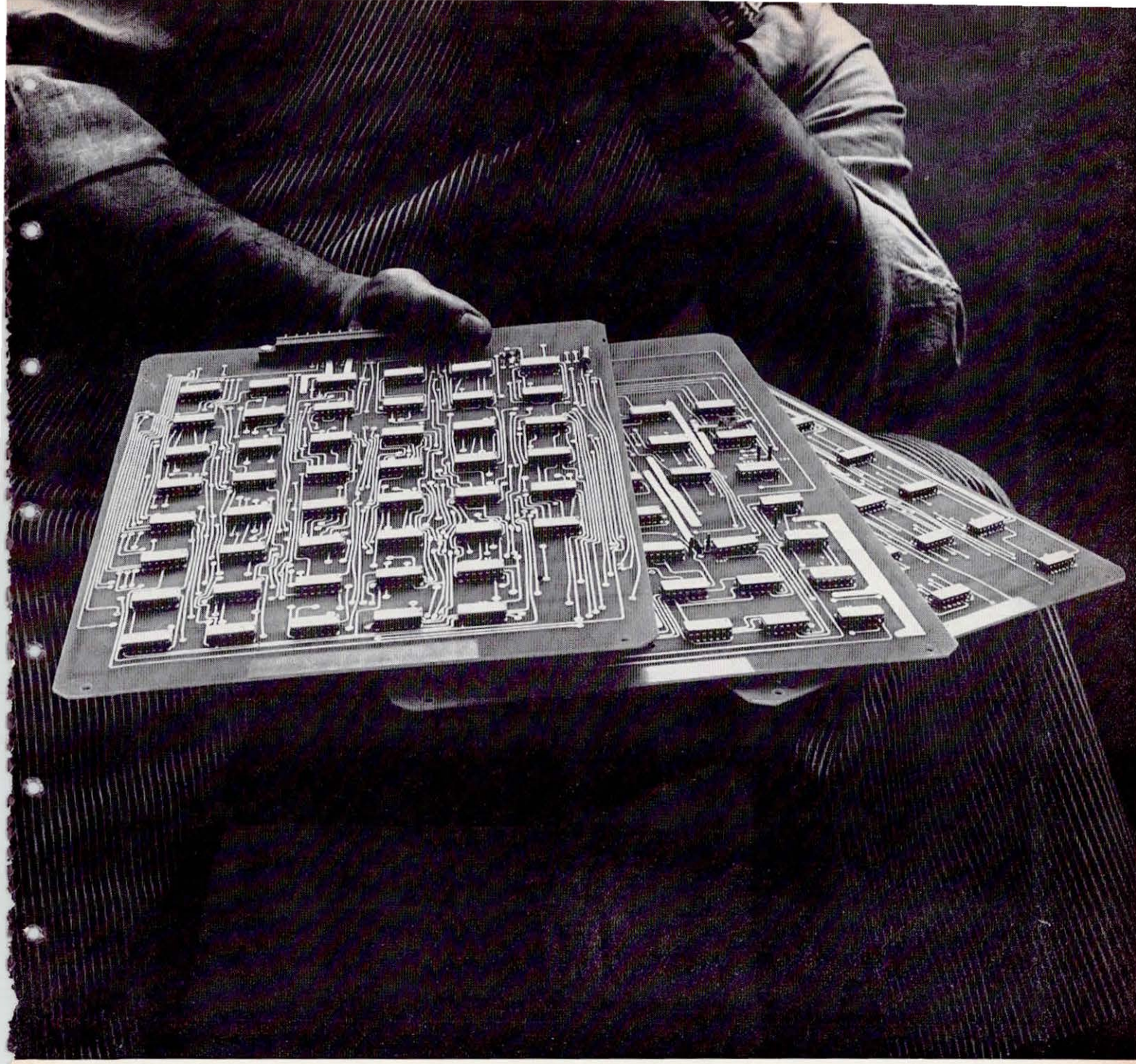

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Sylvania's new building block approach gives you the options you want, when you want them.

Start with a basic KarTrak ACI unit. Modify it as your needs require. Add a digital clock, carrier index, data storage, piggyback formatting and other options as you need it. When you need it. And the change is made in a matter of minutes.

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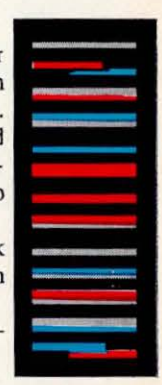
And Sylvania's new KarTrak ACI also solves your maintenance problems—practically eliminates down time. It's done with rugged, reliable integrated circuits.

When a breakdown does occur, it can be traced and repaired in minutes thanks to Sylvania's new semi-automatic test set. It pins down 90 percent of failures to a card or drawer. Gets the system back on line fast.

For the flexibility you need in ACI systems, talk to the pioneers about the 800 series third generation system.

Sylvania Information Systems, Commercial Electronics Division, Waltham, Massachusetts 02154.



*Trademark

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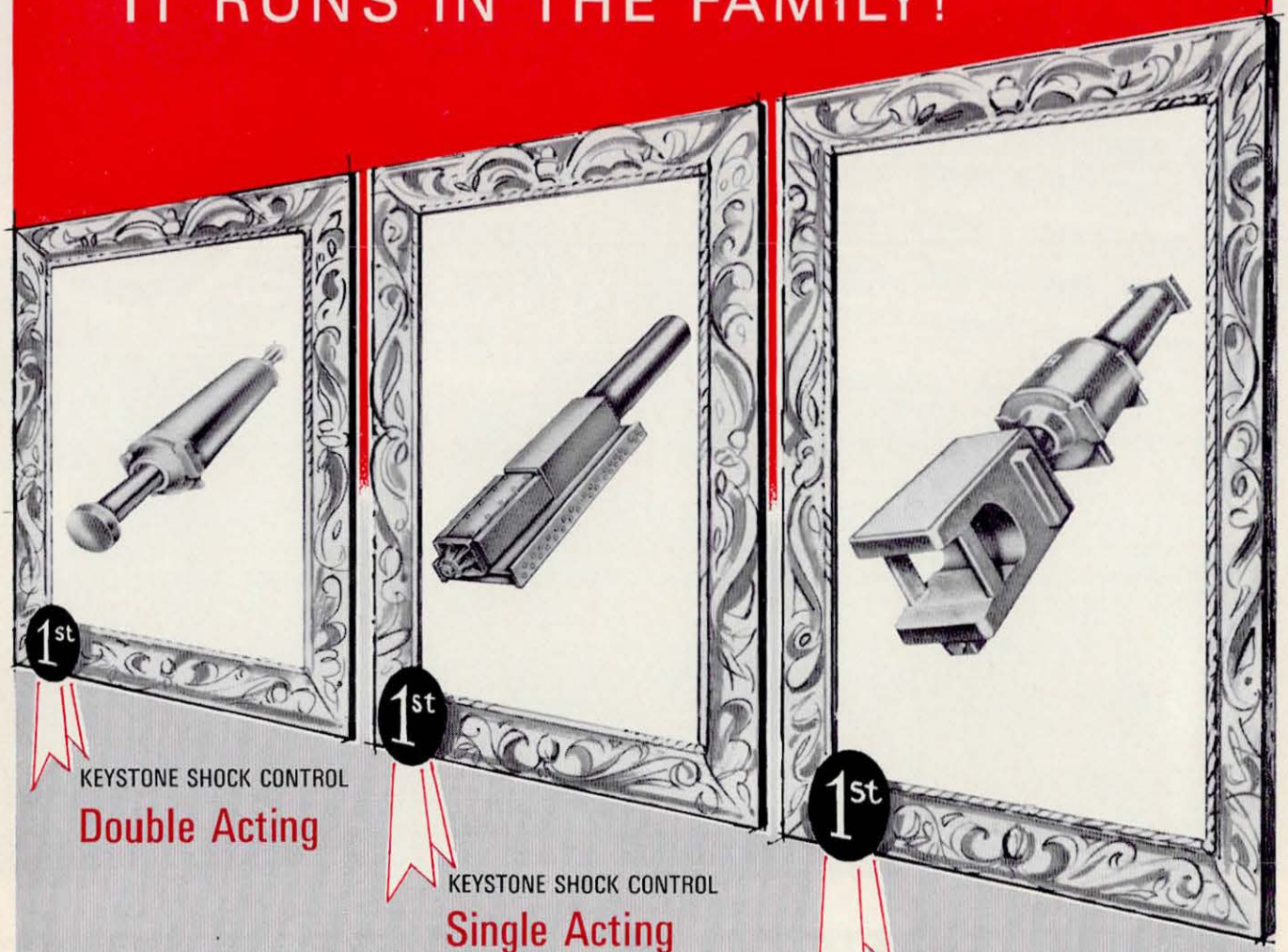

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This is for the company that wants to do more to provide for employees' futures.

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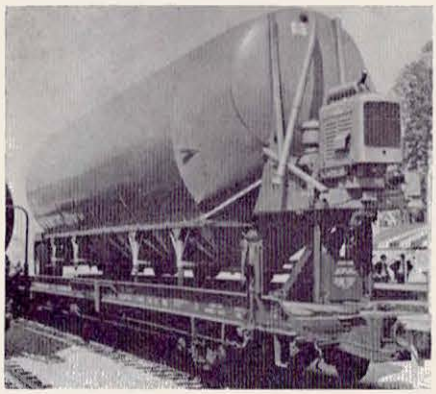
NEW PRODUCTS REPORT

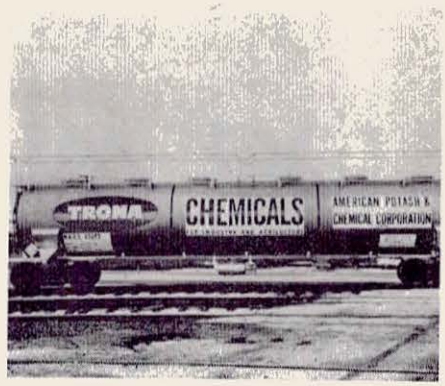


Mobile storage unit (RA-1)

When integrated with the Cargo-Flo distribution concept, the 3,925-cu-ft capacity of the pneumatic-unloading Porta-Bulk mobile storage unit (mounted on flat car) provides the extra storage space frequently needed to meet peak needs. And since the unit's capacity matches that of a dry-bulk car, car can be unloaded completely into unit at trackside and released for use elsewhere without delay. *Butler Manufacturing Co.*

Draw latch (RA-2)

A single solid neoprene molding, stretchable to about ½ in., is the principal member of the "rattle-free," self-aligning No. 37 flexible draw latch for holding down hoods and hinged covers on trucks, rolling stock, and other heavy-duty equipment. The swinging T-handle arm of the latch resembles a conventional hold-down, but the usual assembly of springs, pins and other metal parts is replaced by the neoprene molding. *Southco, Inc.*



Plastic decals (RA-3)

Moducal, an acrylic modified polyester fiberglass, has an adhesive backing which permits it to be applied to any surface where a graphic message is required. The graphics are embedded under the surface where they cannot be scratched, distorted, affected by solvents or chemical fumes, and do not fade in sunlight. The material is available in sections up to 6 x 15 ft and is applied by hand pressure after removing the backing. *Reinforced Plastics.*

Hydraulic ladder rack (RA-4)

The hydraulic ladder rack-scaffold, operated from truck delivery, replaces the ladder rack or contractors rack on a pickup and serves as a mobile powered scaffold. It features dual controls and a 55-sq-ft rack which may be decked, raised or altered as desired. Its height provides a 22-ft working reach in 20 sec. Additional heights are obtained by adding standard scaffold frames. Lifting capacity of 1,150 lb is protected by an hydraulic bypass and a 4:1 safety factor. *Up-Mobile Co.*

New containers (RA-5)

A new line of 20- and 40-ft shipping containers has been announced. The aluminum, exterior-post containers are offered in standard 8-ft by 8-ft dimensions and in 8½-ft-high models. The containers feature front and side panels of .050 aluminum riveted on 1-in. centers to upper and lower rails, with exterior aluminum posts in 16-in. centers and interior plywood liners. Each container has double rear doors. *Clark Equipment Co., Trailer Division.*

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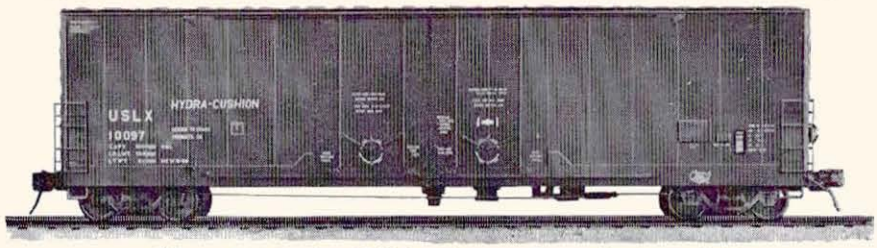
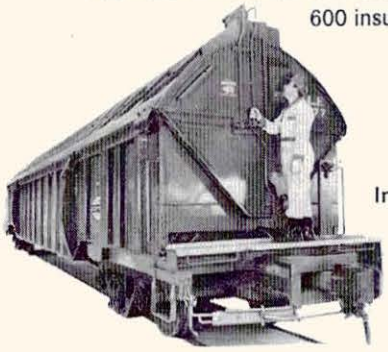


600 insulated 50-foot box cars immediately available.



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Do you know the pains we take to find situations where special freight cars are needed? And that when we do, we design, build and lease the best possible cars to fill those special needs? Example. Instantly available 50-foot insulated box cars. And many others. We lease them all, whether we build them or not.

You'll be hearing from US.

Another thing we do is buy service-worn rail cars, rebuild them, lease them back to their former owners. We take on the headaches of ownership and maintenance. The former owners free up time and capital. Talk to us about being a former owner, too. Further, we're doing a superior job on equipment maintenance programs. (Ask the "Straight Finance Lease" boys to detail their maintenance procedures!) And if you're not filled in on the advantages of the split lease concept, ask us. We invented the idea. You'll be hearing more from us, because we have good reasons to blow our own horn. Look for us at the head of the parade. We'll be in step, too.

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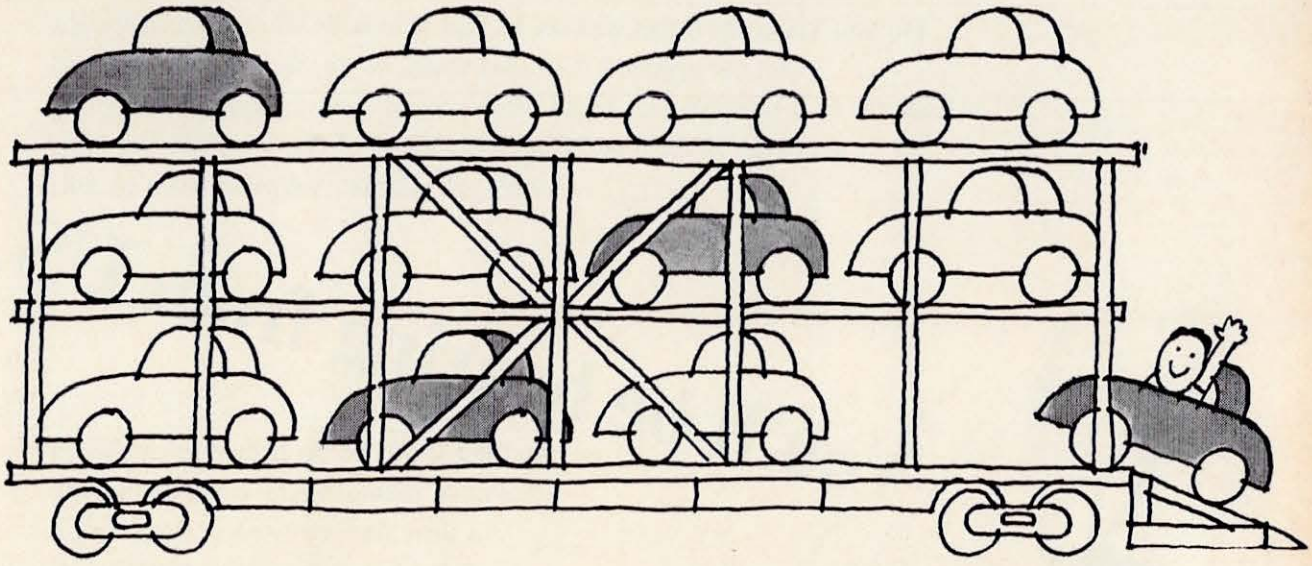
We're giving some big names a lift.



All the major auto makers are parking more and more of their new cars on our tri-level carriers. And leaving the driving to us. All the way from the Midwest to the Pacific Northwest. Why The Milwaukee? Expanded facilities, like our new marshaling complex at Kent, Washington. More auto-carrying know-how than most other railroads. Plus speed. Nobody gets autos to Northwest dealers faster than we do. We're the Fast Track. And not just for autos. Whatever ships by rail, ships best on The Milwaukee. May we give you a demonstration ride? The Milwaukee Road, Union Station Building, Chicago, Illinois 60606.

THE MILWAUKEE ROAD

The Fast Track

MARKET OUTLOOK

CARLOADINGS

Loadings of revenue freight in the week ended Jan. 17 totaled 496,003 cars, the Association of American Railroads announced on Jan. 22. This was an increase of 40,013 cars, or 8.8%, compared with the previous week; a decrease of 24,246 cars, or 4.7%, compared with the corresponding week last year; and a decrease of 8,778 cars, or 1.7%, compared with the equivalent 1968 week. Ton-miles generated by carloadings in the week ended Jan. 17 are estimated at 14.2 billion, a decrease of 2.7% below the corresponding week of 1969, and 2.9% above the 1968 week.

REVENUE FREIGHT CARLOADINGS

For the week ended Saturday, Jan. 10

Commodity	1970	1969	Per cent change
Grain	26,734	20,424	+30.9
Farm products	22,778	19,200	+18.6
Metallic ores	19,535	15,381	+27.0
Coal	81,670	97,345	—16.1
Crushed stone, gravel & Sand	16,331	19,902	—17.9
Nonmetallic minerals.	7,489	9,496	—21.1
Grain mill products..	20,650	19,719	+ 4.7
Food & kindred products	24,222	24,810	— 2.4
Primary forest products	20,488	24,457	—16.2
Lumber & wood products (except furniture)	11,507	14,567	—21.0
Pulp, paper & allied products	22,738	22,883	— 0.6
Chemicals & allied products	27,362	27,710	— 1.3
Petroleum products ..	11,605	12,546	— 7.5
Stone, clay & glass products	15,075	17,206	—12.4
Coke	8,276	7,943	+ 4.2
Metals & products	25,316	26,403	— 4.1
Motor vehicles & equipment	17,886	23,766	—24.7
Waste & scrap materials	12,042	12,961	— 7.1
Forwarder & shipper assn. traffic	5,686	6,188	— 8.1
All other carloads ...	57,271	69,300	—17.4
LCL traffic	1,329	1,975	—32.7
Total cars loaded ..	455,990	494,182	— 7.7
CUMULATIVE TOTAL, 2 WEEKS	1970	1969	1968
	842,819	900,614	907,109
Estimated revenue ton-miles (billions) 2 weeks	24.1	25.3	24.5

PIGGYBACK CARLOADINGS

U. S. piggyback loadings for the week ended Jan. 10 totaled 20,798 cars, carrying 35,600 trailers, compared with 22,504 cars, carrying 36,906 trailers, in the corresponding 1969 week. Loadings for 1970 up to Jan. 10 totaled 38,507 cars, carrying 65,207 trailers, compared with 39,988 cars, carrying 65,554 trailers, in the corresponding period of 1969.

FREIGHT-TRAIN CARS

● *Northern Pacific.*—Will spend approximately $8.7 million in 1970 for new freight cars. NP will buy 200 100-ton covered-hopper cars; 100 100-ton open-top hopper cars; 50 60-ft flat cars, 20 90-ft flat cars and 51 100-ton Center Flow Conditionaire covered-hopper cars. Company shops at Brainerd, Minn., will build 150 41-ft side-stake flat cars and will rebuild 25 flat cars for company-service use.

● *December 1969 bad order ratio 0.3% higher*—Class I roads on Dec. 1, 1969, owned 1,440,198 freight cars, 20,734 fewer than on Dec. 1, 1968, according to AAR report summarized below. Bad order ratio was 0.3% higher than on Dec. 1, 1968.

	Dec. 1, 1969	Dec. 1, 1968	Change
Car ownership	1,440,198	1,460,932	—20,734
Waiting repair	79,403	75,663	+ 3,740
Repair ratio	5.5%	5.2%	+ 0.3%

LOCOMOTIVES

● *Northern Pacific.*—Will acquire 20 six-motor diesel-electrics at a cost of approximately $6 million.

NEW FACILITIES

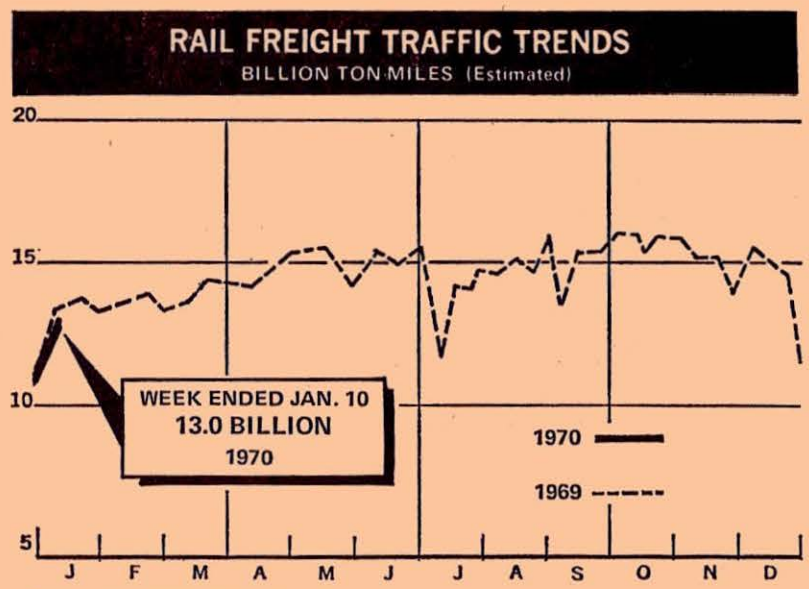
● *Boston & Maine.*—Ordered CTC equipment from General Railway Signal for installation on three miles of track from Tower C to Everett Junction, Mass.

● *Great Northern.*—General Railway Signal will supply CTC equipment to Fischbach & Moore, Inc., for a GN line relocation from Jennings to Stryker, Mont., necessitated by construction of the Libby Dam.

● *Halifax Container Terminal.*—Placed a $2,250,000 order with Canron Limited of Montreal for installation of two dockside container cranes. Capable of lifting 45 tons each, the cranes will be erected in time to work the first of the new container ships to arrive from Europe next summer.

● *Louisville & Nashville-Chicago & Eastern Illinois.*—Will jointly construct a bulk terminal intermodal distribution center at Dolton, Ill. When it is completed, a private company will lease and operate the facility as a transfer point for dry and liquid bulk chemicals from rail cars to trucks.

● *Missouri Pacific.*—Major projects scheduled for 1970 include completion of an electronic freight classification yard at Fort Worth; completion of new merchandise freight terminals and piggyback facilities at Addis, La., and at Memphis; rehabilitation of an existing terminal structure at St. Louis; installation of approximately 260 miles of rail, most of it continuous welded; and construction of a new yard at New Braunfels, Tex.



Source: Association of American Railroads

SHIPMENTS OF RAILROAD STEEL PRODUCTS

(NOVEMBER AND 11 MONTHS 1969)

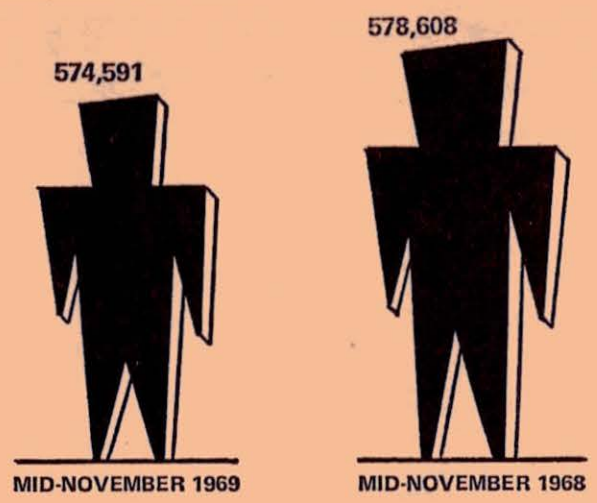
	NET TONS			
	November	Per Cent Change*	Eleven Months	Per Cent Change*
Rails, trackwork and equipment	64,787	+3.5	954,973	+7.9
Freight and passenger cars and locomotives	174,341	+4.8	2,084,675	+13.6
Street railways and rapid transit systems	2,375	—59.9	48,492	—36.6

*Per cent change compares 1969 periods with like 1968 periods.
Source: American Iron and Steel Institute.

Current Statistics

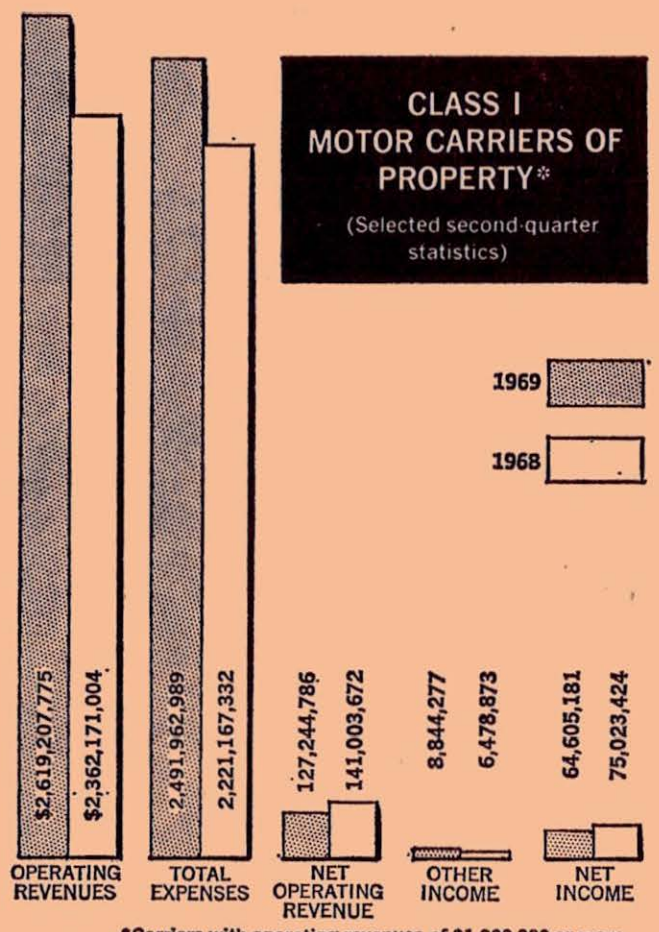
Net income, Class I roads	
12 months, 1969	$575,000,000
12 months, 1968	569,000,000
New freight cars on order	
Dec. 1, 1969	43,460
Dec. 1, 1968	26,923
New freight cars delivered	
11 mos., 1969	63,305
11 mos., 1968	51,696
Serviceable cars	
Dec. 1, 1969	1,360,795
Dec. 1, 1968	1,385,269

RAILROAD EMPLOYMENT
(CLASS I LINE-HAUL RAILROADS)



Source: Bureau of Accounts, ICC.

CLASS I MOTOR CARRIERS OF PROPERTY*
(Selected second-quarter statistics)



*Carriers with operating revenues of $1,000,000 or more.
Source: Bureau of Accounts, ICC. Based on reports of 1,315 intercity carriers.

YOU OUGHT TO KNOW

Armco to drop production of wheels

Manufacture of forged steel wheels for the railroad industry will be discontinued by Armco Steel Corp. on April 1. The facilities at the Butler, Pa., works, according to R. W. Kamerer, manager, were modernized in 1956, but "can no longer compete at a profit with the new technology developed for producing steel wheels for the railroads. Our projection of market growth does not justify the substantial capital investment required to convert our facilities." The step will leave as forged wheel makers the Standard Steel Division of Baldwin-Lima-Hamilton, Bethlehem Steel, Edgewater Corp., and U.S. Steel.

Libby begins shipping from new warehouse

A new distribution center, capable of loading 26 standard freight cars simultaneously, began operation this month at Alsip, Ill., it was announced by Libby, McNeill & Libby. The food company's 239,000-sq.-ft. warehouse, served by the Indiana Harbor Belt Railroad, replaces a smaller one at Libby's plant at Blue Island, Ill. Libby says that as many as 50,000 cases of canned food can be shipped daily from the plant.

UP acquires Celanese oil subsidiaries

The Union Pacific Corp. has announced the completion of its acquisition of Celanese Corp.'s integrated oil subsidiaries, Champlin Petroleum and Pontiac Refining. Union Pacific is paying cash in the $240 million transaction, with one-half paid at closing and the balance over a three-year period. Champlin and Pontiac have assets that include about 2.5 million acres of oil and gas leases, of which some 300,000 are currently producing.

CCI Corp. acquires RACO

The CCI Corp. has acquired substantially all of the outstanding capital stock of Railroad Accessories Corp. (RACO) and has an option to acquire the remainder, according to CCI chairman Robert L. Zeligson. The acquisition of RACO, according to Zeligson, will enable CCI to serve rail and mass transit as a total systems supplier. In September 1969, CCI acquired 51% interest in RACO from General Signal Corp. in exchange for 77,500 shares of General Signal common. The remaining 49% of RACO outstanding stock is being acquired for a combination of cash and subordinated notes. The total transaction is valued at about $6.9 million.

Trend in nuclear plants reversed in 1969

The apparent trend for utilities to contract for nuclear power plants has been reversed in 1969 in favor of coal. During last year, 19 coal-fired plants were announced with a total capacity of 16.1 million kilowatts. Only five nuclear plants, with a capacity of 7.3 million kilowatts were announced for the same period. The trend has been toward nuclear plants from 1966 to 1968 when 69 plants were ordered, compared to 49 coal-fired plants. An unnamed energy company official was quoted in the Dec. 25, 1969 issue of Nucleonics Week as saying that, "Nuclear delays, utilities' peak-load problems, and high borrowing costs in a capital intensive busines for at least several years will produce heightened interest in fossil fuel plants."

Whitman, Barnett will address RPI sales seminar

Federal Railroad Administrator Reginald N. Whitman and Union Pacific Chairman Frank Barnett head the list of speakers lined up for the Railway Progress Institute's annual sales seminar to be held at Absecon, N.J., March 9-11. Whitman and Barnet will address dinner session on March 9 and March 10, respectively. Other speakers include Edward J. Green, president of Planning Dynamics, Inc.; P. H. Mathews, legislative vice president, AAR; and Mac E. Rogers, director of the FRA's Bureau of Railroad Safety. Leaders of workshop sessions will be assigned from the membership of the RPI Sales Seminar Subcommittee.

Freight and Passenger Car Charts

These charts are very helpful to AAR billing clerks, mechanical engineers, purchasing and stores personnel, car inspectors, write-up men, car foremen, and anyone else who needs a knowledge of car parts and their relation to each other.

The charts include a cutaway diagram of the car and a listing of important parts with arrows showing where the part is located. These charts are used in our apprentice technical training program for the carman craft.

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Richard Lundgren
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MP-T&P

James H. Anderson
UP

PEOPLE

MISSOURI PACIFIC-TEXAS & PACIFIC. — Jorge Madrazo named executive representative, Mexico City, to succeed **Federico Miranda,** who retired Dec. 31, 1969, after more than 36 years of service.

Gardner J. Wilkes, executive representative, Washington, D.C., appointed assistant vice president-traffic administration, St. Louis. **Richard A. Lundgren,** general agent, Kansas City, appointed freight traffic manager, St. Louis. **Clem P. Dirckx,** traffic manager-Northern Region, Chicago, named to the newly created position of manager-government traffic, St. Louis. **W. T. Higginbotham,** general agent, Shreveport, La., advanced to assistant traffic manager, Houston. **H. L. Reavis** and **Mark L. Barnett** named general agents, Shreveport, La., and Jacksonville, Fla., respectively. Messrs. Reavis and Barnett were formerly traffic representatives, Chattanooga, Tenn., and Atlanta, Ga., respectively. **G. W. Givens,** general agent, Louisville, becomes general freight agent, Kansas City. Mr. Givens' successor is **Garland F. Bond,** traffic representative, Memphis, Tenn.

J. C. Morrow appointed general superintendent of communications and **R. W. Lewis,** senior communications engineer, both with headquarters in St. Louis.

NAPIERVILLE JUNCTION—L. R. Mason appointed general freight and passenger agent, Montreal, Que.

UNION PACIFIC. — James H. Anderson, general solicitor, elected vice president and western general counsel, with headquarters in Omaha, succeeding **Francis J. Melia,** who retired Dec. 31, 1969, after 52 years of service.

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Arthur H. Zimmer
REALCO

James B. Hickey
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Wm. W. Graham
CF&I

Anthony Seibert
CF&I

SUPPLY TRADE

Arthur H. Zimmer has been appointed general manager, Southwestern Region, **REALCO Services Inc.,** at St. Louis, Mo. Mr. Zimmer was formerly assistant manager, trailer-on-flatcar (piggyback) sales, **St. Louis-San Francisco.**

James B. Hickey has been appointed sales manager-transportation division, **Kemlite Corp.,** Joliet, Ill. He was formerly district manager and will now coordinate sales on a national basis.

William W. Graham has been appointed assistant director-product research and development, **CF&I Steel Corp. Anthony Seibert** has been named product sales engineer-railroad sales. Mr. Graham, formerly manager of manufacturing, **Mine & Smelter Supply Co.,** Denver, and Mr. Seibert, formerly associated with the **Ford Motor Co.,** will have headquarters in Denver.

Arthur E. Martin, vice president, traffic, **General American Transportation Corp.,** retired recently after 46 years of service. Mr. Martin will continue to serve the company as a consultant.

Richard A. Meyer, district sales manager, Mideastern district, **Shippers Car Line division, ACF Industries,** Cleveland, has been transferred to the Southwestern district, Houston, to succeed **Donald E. Jessie,** resigned.

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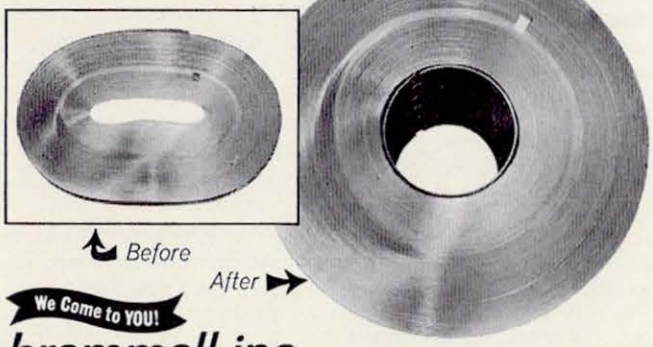

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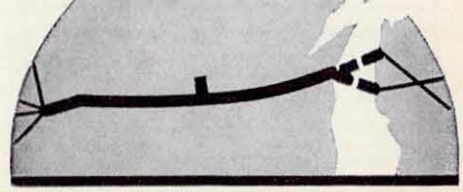

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VIEWPOINT

A helluva way to run a transportation policy

Dr. Paul W. Cherington, the departing assistant secretary for policy in the Department of Transportation, went to the Harvard Club in Washington the evening of Jan. 14 to give a speech. Actually, Dr. Cherington had two speeches in his pocket. One was about the frustrations of being a bureaucrat in Washington; the other was about a plan—called Railpax—which DOT had devised for preserving at least a skeletal network of intercity railroad passenger service.

Dr. Cherington used the speech on bureaucracy that night—a witty, half-joking, but pointed dissertation on the difficulties a Harvard professor experiences as he tries to accomplish something in Washington. As it turned out, the developments that were even then swirling about the subject of his undelivered speech—Railpax—illustrated these frustrations far more eloquently than mere words could ever do.

•

It was nearly a year ago that railroads decided, reluctantly, to seek Federal subsidies for passenger trains that could not pay their way but which were deemed essential to the public convenience and necessity. In due course, legislation emerged in Congress which would come close to giving railroads what they had asked. But the DOT itself was working on the problem, and asked Congress to wait. Meanwhile, in the early autumn, Federal Railroad Administrator Reginald N. Whitman mentioned several alternatives which DOT was pondering—one of them being a quasi-public corporation to be known as Railpax. But he said there would be no firm word before Jan. 1.

•

There was still no firm word on Jan. 1, but on Jan. 2 a pretty firm word was leaked to the Wall Street Journal that the Railpax plan had won favor, and the WSJ accordingly printed a one-paragraph item to this effect.

By Jan. 13, Railway Age had learned that Railpax (as far as DOT knew) was home free. Accordingly our Jan. 19 issue (which went to press Jan. 13) outlined the plan as it was then shaping up.

On Jan. 14, at the Harvard Club, Dr. Cherington prudently decided not to deliver the Railpax speech, since final Bureau of Budget approval was still needed. But a few days later DOT was sufficiently sure of approval to give the detailed plan to the New York Times, which ran Railpax as its lead story Jan. 19—as fact, not conjecture.

On the morning of Jan. 19, DOT was sufficiently confident to announce a press briefing. The press release was written. Then came the bomb shell. At the 11 o'clock White House press briefing that day, a White House aide scoffed at the whole Railpax idea; he said it was the least likely of all plans to win approval. DOT, flabbergasted, at first stuck with its Railpax story. Then DOT simply shut up.

At week's end it appeared likely that a watered-down Railpax plan might emerge. It also appeared, to some White-House watchers, that transportation policy was being made anywhere but at DOT. Many remembered how DOT got slapped down last summer on its transit trust-fund plan. And the old question resurfaced: Does the Administration really view the railroad problem as seriously as it claims to? Or is it too busy providing billions for SSTs and super highways to look kindly upon a few millions for railroad passengers?

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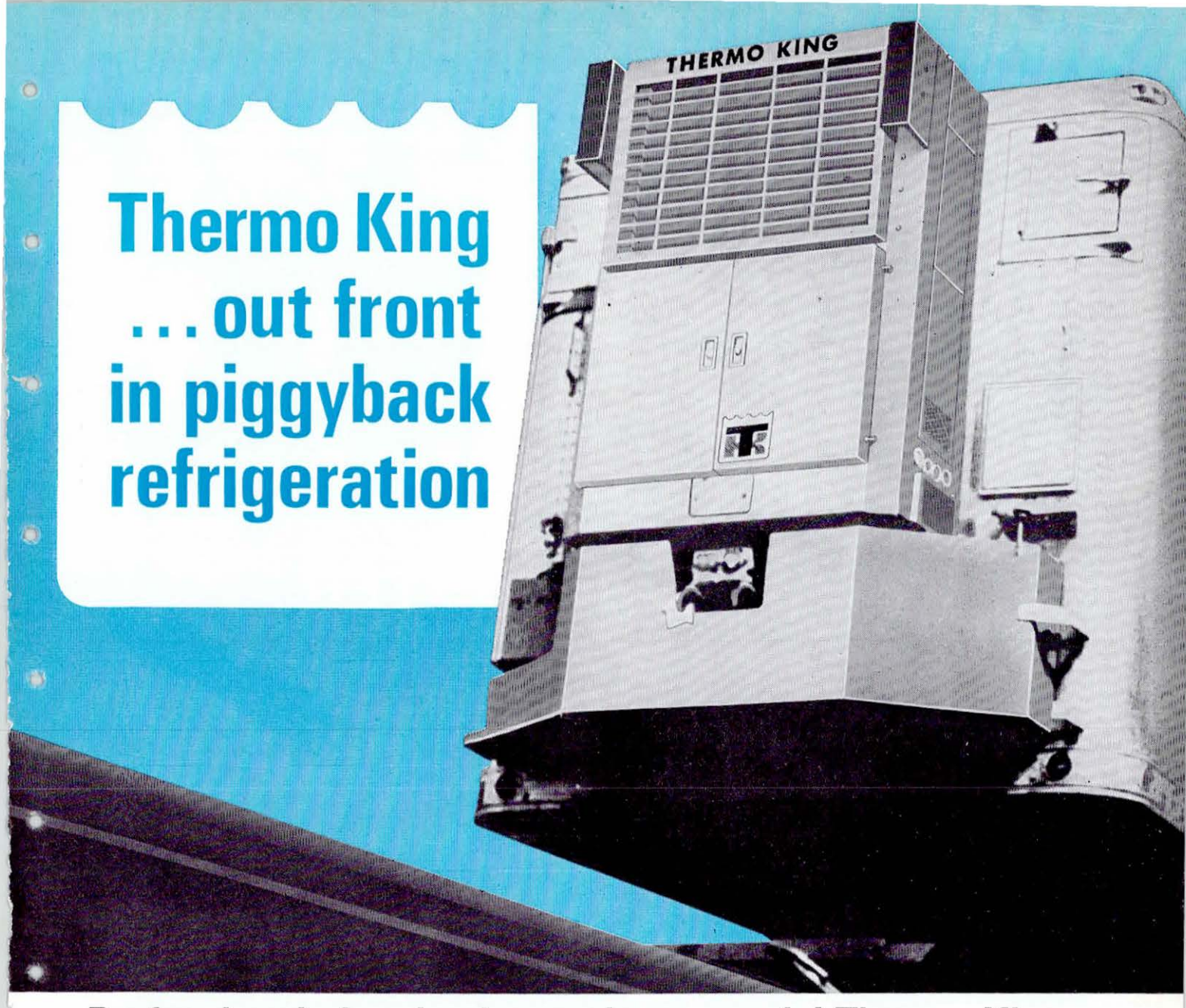

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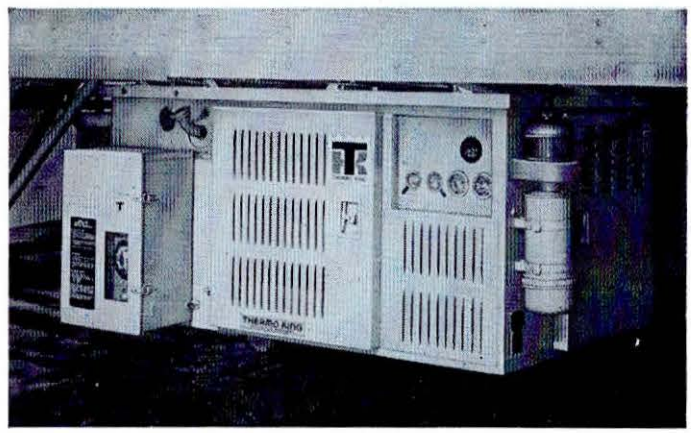

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